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Assessment of Planning as a Tool for the Project Performance; A Case of Projects of the University Teaching Hospital of Kigali

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Abstract

This study aimed to evaluate the impact of planning on project performance in the University Teaching Hospital of Kigali, focusing on project scope, schedule planning, and cost planning. With a population of 651 employees, a sample size of 105 was selected using Kothari's method and standard random sampling procedures. Standardized questionnaires were used for data collection, ensuring validity and reliability through validation and pre-testing. Data analysis involved the use of descriptive statistics, ANOVA, and multiple regression analysis, presented through tables and figures. The study's findings contribute to enhancing both the researcher's and other scholars' understanding of project planning's influence on performance. According to the study's first research hypothesis was tested and shown that project scope had a positive non-significant effect on project performance as project effect with (β=0.157, ρ<0.084) and cost planning with (β=0.774, ρ<0.000) while schedule planning had a negative and non-significant with (β=-0.143, ρ<0.013), the hypothesis two was so tested where project scope had a positive non-significant impact on project performance with (β=0.157, ρ<0.084) and cost planning with (β=0.774, ρ<0.000) while schedule planning had a negative and non-significant impact with (β=-0.143, ρ<0.013). Last research hypothesis was tested demonstrates the effect of project scope on cost overrun is both favorable and insignificant (β=0.152, ρ<0.382) but schedule planning with (β= -0.064, ρ<0.559) and cost planning with (β=-0.165, ρ<0.366) had a negative and non-significant on cost overrun. Thus, a number of variables from independent variables influence the cost overrun briefly the project performance with short, medium and long-term impact for CHUK projects always fit the project scope and cost planning between stakeholders based on organization projects. According to the study, projects should focus on academic, managerial, and emotional competency while controlling and evaluating health projects in order to achieve sustainability, efficacy, and efficiency. Health projects should also evaluate the factors of challenge performance, such as employee turnover and workplace competency as well as communication channels.

Keywords: *Planning, Project Performance, University Teaching Hospital of Kigali, Rwanda*

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1. Introduction

Effective planning plays an important role in addressing planning concerns, including the allocation of staff project roles or responsibilities and determining the listed activities necessary for work execution. The lack of consensus among different authors regarding delays or non-implementation reinforces the importance of planning. Over the past six decades, institution growths utilized planned project and programs and accomplish different technical objectives (Morris & Jamieson, 2007), during simultaneously navigating growing complexities, uncertainties, and ambiguities that impact both system of government and the project planning condition in anywhere they operate (Gareis, 2005). Projects leverage financial to expertise to drive strategic transformation, ultimately generating a competitive edge and additional value sources.

History shows that failures in projects are more than successes during implementation. Many countries including Rwanda have developed a number of projects for the country and its resident's benefit. However, some researchers such as Mack (2010) and Mthethwa (2016) suggest that there is still a gap in the understanding of some project implementation steps. In Rwanda, there is a great contribution in the imitation of project stakeholders and beneficiaries in the implementation of various stages of project implementation towards the performance of the project (Mureketete, 2018) but, the projects are still failing (Nteziryayo, 2015).

Frequently, project managers face the task of overseeing and controlling multiple projects concurrently. Regrettably, certain projects achieved successful completion, while others suffered from delays due to participation issues, insufficient planning, inadequate requirements, limited resources, and inaccurate cost estimation (Serrador, 2013). Various approaches for project planning and scheduling exist to aid in effective planning and ensure project performance. However, it is crucial to note that certain techniques it is not types and can contribute to project failure (Prabhakar, 2008). Despite the fact that several studies have revealed diverse causes for project performance, certain initiatives in Rwanda continues to fail. As a result, this research is critical.

Wanderi, et al., (2015) asserted that many projects that have been adequately planned have always succeeded in accomplishing their goals, but others that have been poorly planned have always failed in the early phases or failed to produce the desired effects. Denotes the successful accomplishment of a project while abiding by the predetermined budget, project tasks, and resource allocations during a specific timeframe outlined by the project calendar. Assessing performance involves evaluating cost planning, scrutinizing financial indicators related to tasks and resources, and delving into transactional data such as commitments, expenses, and events. This comprehensive approach facilitates overall risk management by examining the performance of individual tasks in the life of cost planning and scheduling (RDB, 2013).

However, directly above researchers had not indicated title role in appropriate planning in project performance. In addition, they did not highlight the strategies to be taken into satisfactory to promote well planning for Rwandan projects performance. In contradiction of the gap the research project was conducted a study on assessment of planning as tool for performance in the University of teaching Hospital of Kigali. This study also identified the strategies to be taken to enhance the proper project planning toward project performance. However, questions remain unanswered about whether project growth is consistent with the developed planning.

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1.3 Objectives of the Study

The objectives of this research project were divided into two categories namely general objective and specific objectives.

1.3.1 General Objective

Primary goal of this study was to assess planning as a tool for the project performance on projects of the University of teaching hospital of Kigali.

1.3.2 Specific Objectives

i. To investigate the impact of project scope on project performance in CHUK
ii. To discuss the impact of schedule planning on project performance in CHUK
iii. To assess the effect of cost planning on project performance in CHUK

iv. 1.4 Research Hypotheses

The following hypothesis guided the researcher's efforts to address the issues:

Ho1: The project scope has no statistically significant on project performance of CHUK projects.

Ho2: The schedule planning has no statistically significant on project performance of CHUK projects

Ho3: The cost planning has no statistically significant on project performance of CHUK.

2.2 Empirical Literature

Tache (2011) conducted research on the development of an Integrated Planning for Sustainable Investment Projects in Romania. A premeditated sequence of interconnected tasks aimed at being completed within a defined timeframe and adhering to specific financial and other limitations, ultimately aiming to address an existing issue through a predetermined budget. Typically, funding for such projects is sourced from donors, governments, or private enterprises as part of their corporate social responsibility or initiatives focused on economic development and poverty reduction.

This entails outlining the methodology for achieving project objectives within a specified timeline, often involving distinct stages and allocated resources, with the purpose of providing guidance for project execution and control. It involves scheduling activities, performing calculations, and preparing the necessary documentation required for each project phase or its culmination.

Ofori (2013) Conducted study the successful accomplishment of a project while abiding by the predetermined budget, project tasks, and resource allocations during a specific timeframe outlined by the project calendar. Assessing performance involves evaluating cost planning, scrutinizing financial indicators related to tasks and resources, and delving into transactional data such as commitments, expenses, and events. This comprehensive approach facilitates overall risk management by examining the performance of individual tasks in the life of cost planning and scheduling and systems.

2.2.1 Project Scope and Project Performance

Scope defines the project's bounds in terms of what it will and will not provide. It specifies all project activity, assisting the project team in setting up control mechanisms that could lead to improved project performance (Njau et al, 2017). Furthermore, denotes the successful accomplishment of a project while abiding by the predetermined budget, project tasks, and resource allocations during a specific timeframe outlined by the project calendar. Assessing

performance involves evaluating cost planning, scrutinizing financial indicators related to tasks and resources, and delving into transactional data such as commitments, expenses, and events. This comprehensive approach facilitates overall risk management by examining the performance of individual tasks in the life of cost planning and scheduling.. The following factors determine the project scope for this study: Resources available, time/schedule, budget, and cost.

Njau et al, 2017 defines project scope as a premeditated sequence of interconnected tasks aimed at being completed within a defined timeframe and adhering to specific financial and other limitations, ultimately aiming to address an existing issue through a predetermined budget. Typically, funding for such projects is sourced from donors, governments, or private enterprises as part of their corporate social responsibility or initiatives focused on economic development and poverty reduction.

In layman's words, project performances defined as: meeting project objectives on time and on budget, satisfying stakeholders, and learning from experience (Thomas, 2011).

2.2.2 Schedule Planning and Project Performance

Project schedules primarily serve as tools for communication, coordination, and collaboration. They aid project managers in effectively managing the project by facilitating efficient communication. Early in the project, the capacity to impact cost is greatest, which is why early scope determination is crucial (Hulett, 2016). Therefore, a schedule plan, often known as a time management strategy. Project managers to identify the start and finish dates of a project, progress checkpoints, and a due date for finishing specific tasks create schedule plans.

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2.2.3 Cost Planning and Project Performance

Langston (2014) defined Cost planning as a Planning costs or cost management focuses primarily on the expenses associated with the necessary resources to accomplish planned tasks. Additionally, it is essential for project cost management to evaluate how project-related choices influence the impact of utilizing, upholding, and supportive a project’s outcome, deliverable. By integrating life-cycle costing and value engineering approaches, decision-making can be enhanced, leading to cost and time reduction, as well as enhanced project quality and performance.

Project performance hypothesis can occasionally be perplexing due to the fact that these words have been used in diverse ways by numerous literature writers. Project performance typically refers to the accomplishments of project management. According to Afande, (2013) semantically, project performance is quantified only when the task is completed has distinguished project performance (evaluated alongside the overall goals of the venture) from venture board performance (measured alongside the extensive and traditional procedures of timeframe, expenditure, and value). According to certain experts, the concept of task performance is related to proficiency and viability ratios (Afande, 2013).

Stratford Peer Reviewed Journals and Book Publishing
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Volume 7||Issue 11||Page 72-84 ||October||2023|
Email: info@stratfordjournals.org ISSN: 2616-8464

2.3 Research Gap

According to Wanderi, et al., (2015) many projects that have been adequately planned have always succeeded in accomplishing their goals, but others that have been poorly planned have always failed in the early phases or failed to produce the desired effects. Denotes the successful accomplishment of a project while abiding by the predetermined budget, project tasks, and resource allocations during a specific timeframe outlined by the project calendar. Assessing performance involves evaluating cost planning, scrutinizing financial indicators related to tasks and resources, and delving into transactional data such as commitments, expenses, and events. This comprehensive approach facilitates overall risk management by examining the performance of individual tasks in the life of cost planning and scheduling (RDB, 2013).

However, directly above researchers had not indicated title role in appropriate planning in project performance. In addition, they did not highlight the strategies to be taken into satisfactory to promote well planning for Rwandan projects performance. In contradiction of the gap the research project was conducted a study on assessment of planning as tool for performance in the University of teaching Hospital of Kigali. This study also identified the strategies to be taken to enhance the proper project planning toward project performance. However, questions remain unanswered about whether project growth is consistent with the developed planning.

Normally, when person has a certain view that is beneficial to the society, he expresses it clearly by persuading his target audience so that they can support him in the implementation of that important view. Unfortunately, some of the texts reviewed end up discussing how to do the planning, others end up discussing and explaining the process and steps of doing planning, and other reviews explain the importance of planning in project management. However, the first gap is that they do not explain the extent to which planning can be a tool for project performance. The second gap is that they discuss project performance and project failure but they do not identify the appropriate tool to help reach that performance and avoid failure. The third gap is that the reviewed articles and books do not talk of a tool/ strategy for avoiding project failure in the Rwandan environment. Therefore, this research carried out aimed to fill the gaps identified above by evaluating how planning can be used as a tool to reach project performance, especially by relating it to the context of Rwanda.

2.4 Conceptual framework

A visual representation has been created to enhance a good comprehensibility of that study, which explores the effect of planning as a tool for the project performance. The conceptual framework outlined the key components involved. It was representing the strategy used by this investigation. In effect, the model reflects the relationship between the independent and dependent variables with the influence of other intervening factors. In other words, project planning can lead to project performance with the intervention of other factors, the variables influencing the main research problem. These are the variables that serve as a bridge between the independent and dependent variables.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project Management
Volume 7||Issue 11||Page 72-84 ||October||2023|
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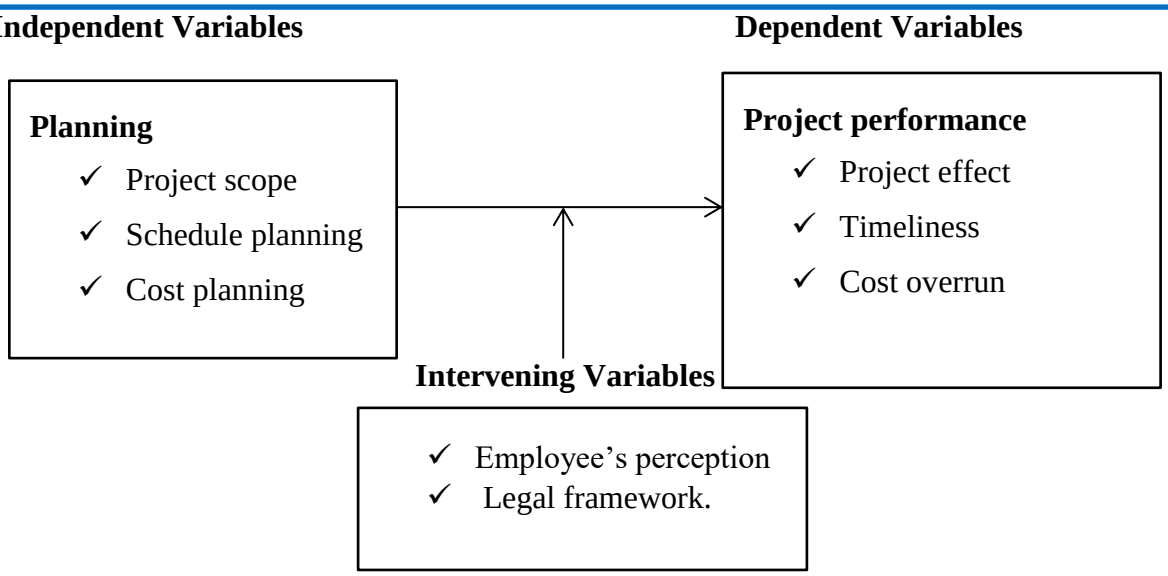

Figure 1: Conceptual framework

Source: Researcher (2023)

The figure 1 demonstrates planning as the independent variable which is measured by project scope, schedule planning and cost planning while the dependent variable is project performance is measured by project effect, timeliness and cost overrun and the intervening variables which are employee perception and legal framework.

3. Materials and Methods

This research used descriptive research design with the use of standardized research questionnaires and the SPSS V.21 for data examination was highlighted, showcasing the analytical approach. Stratified sampling was applied to select a representative sample from the entire population of the University Teaching Hospital of Kigali (CHUK), which comprised administrative and support personnel, nurses, and doctors (specialists).

This strategy ensured a balance between statistical efficiency and diversity within each stratum. Primary data was gathered through various means, including document reviews, structured questionnaires, interviews, and direct observation. These methods were selected to provide comprehensive insights and establish connections with existing approaches and literature. To enhance credibility, the researcher ensured that the data collection tools were clear, relevant, and unbiased, enabling participants to express their views freely.

The content validity index was utilized to evaluate the clarity and meaningfulness of the data collection instruments. The collected data was then analyzed using SPSS V.21, and the findings were presented through tables and mathematical expressions. The research prioritized data confidentiality and ethical considerations, maintaining the anonymity of the participants and the sensitivity of the information gathered. While the researcher aimed to minimize interference with the participants' work, they remained open to validation and verification of the collected data. This methodology provided a robust framework for conducting a comprehensive and reliable study on the impact of planning on project performance at the University Teaching Hospital of Kigali.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project Management
Volume 7||Issue 11||Page 72-84 ||October||2023|
Email: info@stratfordjournals.org ISSN: 2616-8464

4. Presentation of research findings

4.1 The Analysis of the Dependent Variables

Table 1: The Analysis of the Dependent Variables

	Project effect	Timeliness	Cost overruns
Mean	3.9619	4.5905	4.1810
Std. Deviation	.83117	.49410	.80600
Skewness	-.747	-.373	-.343

Source: Primary data (2023)

Above table 4.5 indicates prior dependent variables the statistical data includes a variety of elements, as shown. The project effect of mean and standard deviation shows a good mean (3.96) and variable homogeneity (Std.D =0.83), indicating a higher to be explained with planning tools. Despite fact which skewness analysis is less than one, the results show that the variable is regularly distributed. The timeliness with a weak mean of 4.59 (S..D =0.49). Mean cost overruns provide a good mean 4.18 with Std =0.80 once more. This finding implies that project effect and cost overrun relationships are well explained by project planning.

4.2 The analysis of independent variables

The statistical analysis of planning tools as independent variables is based on defined variables which is represented in the table 4.6, which is the independent variable, is based on a variety of variables. The table below contains information on the factors that make up each variable as independent.

Table 2: The analysis of independent variables

	Project scope	Cost planning	Schedule of planning
Mean	3.9619	4.0476	4.0667
Std. Deviation	.86518	.88122	.89084
Skewness	-.652	-.781	-.798

Source: Primary data (2023)

The above table 4.6 comprised of three components: project scope, schedule planning, and cost planning. As a result, were project scope, cost planning and schedule planning. Where the project scope mean was 3.96 with Std.D=0.86, cost planning means was 4.04 with Std.D=0.88 and Schedule planning mean was 4.06 with Std.D=0.89. Thus, provide a high level for independent explanation. Despite its importance in explaining project effect.

Tables 1 and 2 reveal that all independent and dependent variable outcomes are underrepresented.

4.3 Analysis of Correlation

According to Table 3, project scope has a strong positive correlation with cost planning (0.822) and project effect (0.747), positive moderate correlation with schedule planning (0.328) all correlations were significant at 0.01 level (2-tailed) , a poor correlation with timeliness (0.031) and no correlation with cost overrun(-0.004). Table 4.7 shows that schedule planning has positive moderated correlation significant with cost planning (0.425), poor correlation with project effect (0.237) and neglected correlation with timeliness(0.08)

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project Management
Volume 7||Issue 11||Page 72-84 ||October||2023|
Email: info@stratfordjournals.org ISSN: 2616-8464

and cost overrun (-0.08). The result from 4.7 shows strong positive correlation and significant between cost planning with project effect (843), weakest correlation between cost planning with timeliness (0.089) and cost overrun (-0.66). Again there is weakest correlation between project effect with timeliness (0.126) and cost overrun (-0.176). It is therefore no correlation between timeliness with cost overrun.

Table 3: Correlation analysis

		Project scope	Schedule of planning	cost planning	Project effect	Timeliness	cost overrun
Project scope	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	105					
Schedule of planning	Pearson Correlation	.328**	1				
	Sig. (2-tailed)	.001					
	N	105	105				
cost planning	Pearson Correlation	.822**	.425**	1			
	Sig. (2-tailed)	.000	.000				
	N	105	105	105			
Project effect	Pearson Correlation	.747**	.237*	.843**	1		
	Sig. (2-tailed)	.000	.015	.000			
	N	105	105	105	105		
Timeliness	Pearson Correlation	.031	.084	.089	.126	1	
	Sig. (2-tailed)	.756	.392	.365	.202		
	N	105	105	105	105	105	
cost overruns	Pearson Correlation	-.004	-.084	-.066	-.176	-.005	1
	Sig. (2-tailed)	.969	.395	.501	.072	.957	
	N	105	105	105	105	105	105

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary data (2023)

4.4 Analysis of the planning and project effect

The relationship between planning tools and project effect or project performance within their variables clearly highlighted in the following sections.

Table 4: Regression Model considering project performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858[a]	.736	.728	.43351

Source: Primary data (2023)

According to the table 4 where R square was 0.736, which means 73.6 percent which indicates a good fitting but not strong acceptable whenever considering as project scope, schedule planning and cost planning as independent variables. The analysis of variance is shown in the table below:

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Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project Management
Volume 7||Issue 11||Page 72-84 ||October||2023|
Email: info@stratfordjournals.org ISSN: 2616-8464

Table 5: Project performance considering residual elements of ANOVA.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.867	3	17.622	93.772	.000[b]
	Residual	18.981	101	.188		
	Total	71.848	104			

Source: Primary data (2023)

The table 5 illustrate the regression model's total of squares is 52.867, whereas the regression model's mean of squares is 17.622. As a result, the interpretation compares the conditional probability that the expected illustration is smaller than 0.05. This outcome reveals that variance and sum of squares match the observe criterion and hence was fitting with regression to the predicted variables. It is also determined that the entire model has 0.000 significance.

Table 6: Linear correlation between planning tools and project performance

Model					t	Sig.
		B	Std. Error	Beta		
1	Constant	.951	.243		3.907	.000
	Scope of project	.151	.086	.157	1.746	.084
	Schedule planning	-.133	.053	-.143	-2.530	.013
	cost planning	.730	.089	.774	8.252	.000

Source: Primary data (2023)

The above table 6 shown that project scope has a positive non-significant impact on project performance through (β=0.157, ρ<0.084) and cost planning with (β=0.774, ρ<0.000) while planning schedule has a negative non-significant through (β=-0.143, ρ<0.013). Therefore, a the factors of independent variables influence the project performance briefly the project performance with short, medium and long-term impact for CHUK projects always fit the project scope and cost planning between stakeholders based on organization projects.

4.5 Analysis of the planning and timeliness

Below are analysis of positive and negative correlation between variables and their level of significant with timeliness and planning tools variables with using regression model and ANOVA

Table 7: Model Regression while considering timeliness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.126[a]	.016	-.013	.49736

Source: Primary data (2023)

As illustrated in the table 8 demonstrates where R square was 0.126 that means 12.6 percent which indicates a good fitting but not strong acceptable whenever considering as project scope, schedule planning and cost planning as independent variables. The analysis of variance is shown in the table below.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project Management
Volume 7||Issue 11||Page 72-84 ||October||2023|
Email: info@stratfordjournals.org ISSN: 2616-8464

Table 8: Timeliness analysis with considering residual factor and ANOVA

Model		Sum of square	df	Mean Square	F	Sig
1	Regression	.406	3	.135	.547	.651[b]
	Residual	24.985	101	.247		
	Total	25.390	104			

Source: Primary data (2023)

In the table 9, the regression model's sum of squares is 0.406 and its mean of squares is 0.135. The below table gives information about significant different levels of each variable of independent t determine how much each one another effect factors of project performance.

Table 9: Linear correlation between planning tools and timeliness

Model					**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	4.370	.279		15.651	.000
	Project scope	-.074	.099	-.129	-.742	.460
	Schedule of planning	.030	.061	.053	.489	.626
	cost planning	.097	.102	.173	.953	.343

Source: Primary data (2023)

The above table 9 shows how scope of project has a negative impact but non-significant on timeliness in (=-0.129, 0.460), but schedule planning and cost planning have positive and non-significant impacts on timeliness with (=0.053, 0.626) and (=0.173, 0.343), respectively. Thus, a number of variables from independent variables influence the timeliness briefly the project performance with short, medium and long-term impact for CHUK projects always fit the project scope and cost planning between stakeholders based on organization projects.

4.6 Planning Tool and Cost overrun Analysis

After examining the positive or negative relationship between the variables highlighted in the preceding section using multiple regression model analysis, particularly ANOVA.

Table 10: Model of Regression while considering Cost overrun

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.125a	0.016	-0.014	0.81143

Source: Primary data (2023)

In the table 10 illustrate the R square is 0.016 this means 1.6 percent of fitting linear model which indicates a very poor linear correlation acceptable whenever considering as project scope, schedule planning and cost planning as independent variables. The analysis of variance is shown in the table below.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project Management
Volume 7||Issue 11||Page 72-84 ||October||2023|
Email: info@stratfordjournals.org ISSN: 2616-8464

Table 11: Cost overrun analysis with considering residual factor and ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.062	3	.354	.538	.658[b]
	Residual	66.500	101	.658		
	Total	67.562	104			

Source: Primary data (2023)

In accordance with table 11 findings, the regression model's total of squares is 1.062, while its mean of squares is 0.354

Table 12: Linear relation between project planning variables and cost overrun

Model					t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.463	.456		9.798	.000
	Project scope	.142	.162	.152	.879	.382
	Schedule of planning	-.058	.099	-.064	-.586	.559
	cost planning	-.151	.166	-.165	-.909	.366

Source: Primary data (2023)

In Table 12 demonstrates that scope project has a positive and insignificant impact on cost overrun, whereas schedule planning and cost planning have a negative and insignificant impact on cost overrun. Thus, a number of variables from independent variables influence the cost overrun briefly the project performance with short, medium and long-term impact for CHUK projects always fit the project scope and cost planning between stakeholders based on organization projects.

5.1 Conclusion

In conclusion, According to the findings in Chapter 5, planning as a tool has been actively involved in increasing the project performance of the projects of the University Of Teaching Hospital Of Kigali. While project scope and cost planning structure remain intact in project performance. The following were discovered as strengths throughout this research study: A positive correlation but no significant was between project scope and project performance with schedule planning based on cost planning.

A highly significant association exists between project scope and cost planning, whereby listing all project outcomes; identifying all activities required to fulfill project outcomes. However, the following limitations were discovered in this research study: As a result, planning tools have a crucial impact on for the project effect as well as project performance since they are linearly related to project manager’s characteristics such as project effect, timeliness, and cost overruns. Although the following recommendations are made, there are still improvements that must be made to project performance.

5.2 Recommendations

The recommendations were recommended based with projects results/finding of this research investigation. According to the study, projects should focus on person skill, individual capabilities and teamwork and monitoring and evaluation as well as controlling of progress within examining health projects for the purpose of achieving sustainability, effectiveness,

and efficiency. Health projects should also evaluate the factors of challenge performance, such as employee turnover and workplace competency. To boost its planning strategies, the hospital should conduct project cycle appraisal and other public institution.

The researcher recommends that the CHUK stakeholders put more effort into planning strategies and communicate to the CHUK stakeholders on their level of participation and involvement through known channels; this ought to help in controlling the process of implementing initiatives to realize project completeness, including cost overruns.

The analysis found the weakest link between cost planning and timeliness and cost overrun. Again, the poorest association was seen between project effect, timeliness and cost overrun. As a result, there is no association between timeliness and cost overrun. This is due to a variety of major factors that would impair the planning project performance for public or private entities. The development of explicit regulations on planning strategies should increase the proportion of these elements that give to project performance.

5.3 Acknowledgement

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