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Project Planning Process and Performance of Government Projects in Rwanda: A Case of Bank of Kigali Arena Sports Project in Gasabo District, Rwanda

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Abstract

Project planning is critical in project management; this research focuses on planning process and performance of Governments projects in Rwanda. Professionals in the field have known for some time that the success of a project relies heavily on the quality of its planning. The Project Manager's primary responsibility is to ensure that the project is set up for success from the perspective of the client or stakeholder. The general objective of this research was to assess the contribution of the project planning roles on project success in Rwanda. Specific objectives are; to establish the effect of budget planning, communication plan and risk management plan on performance of BK Arena sports project. Through this study, the researcher's skills and knowledge were increased in the field related to the project under study. Other researchers who would need to carry out studies related to this topic used it to get a useful literature review. The analytical-descriptive method was adopted for this investigation. The study included both quantitative and qualitative methods. There were 46 specific individuals in mind. Therefore, a census approach was necessary to ensure that all workers of the BK Arena sports project were included. Self-administered surveys were the major source of information. The data was analyzed using SPSS version 20 (Statistical Package for the Social Scientists) so that the study's connections could be established. The acquired data will be examined using an analysis of variance and descriptive statistics before being presented and summarized with frequency and distribution tables. The results show a favorable and statistically significant association between the budget plan and the BK Arena Sports project's actual outcomes ($r = 0.633$, $p < 0.05$). The communication strategy for the BK Arena Sports project correlates positively and significantly with the project's success ($r = 0.716$, $p < 0.05$). The BK Arena Sports project's success is positively and significantly correlated with the organization's risk management strategy ($r = 0.735$, $p < 0.05$). With a R Squared value of 0.625, the model successfully accounts for around 62.5% of the variation in project outcomes. A good correlation between project success and the three plans used as variables in the regression model is evident. When working on the BK Arena Sports project, it's important to receive an accurate estimate of the prices of the materials and equipment that will be needed.

Keywords: *Project Planning Process, Performance of Government Projects, Bank of Kigali Arena Sports Project, Gasabo District, Rwanda*

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1. Introduction

In Rwanda, government projects are currently grappling with a multitude of challenges that manifest during project implementation. These challenges encompass issues related to contract management, weaknesses in the procurement systems, and notably, a pervasive problem with poor planning. The ramifications of this poor planning have a severe impact on national projects, especially those in the construction sector (OAG, 2014).

According to the budget execution report from the Ministry of Finance and Economic Planning, the management of public projects in Rwanda continues to face a host of difficulties. Key concerns highlighted in this report include the country's significant dependence on foreign aid, which accounts for a substantial 40% of the national budget. Furthermore, inadequacies in project studies, particularly in construction projects, often lead to unexpected additional costs. These additional payments to contractors for unforeseen work were not initially estimated by the procurement entities during the project planning phase (MINECOFIN, 2014).

Regrettably, the region has witnessed limited academic research focusing on project planning practices and their direct influence on project performance. Notable studies conducted by Gahigana (2019), Semigabo (2015), Samuel (2018), and Kobusingye et al. (2017) have explored various aspects of project success and management competence in Rwanda. However, these prior studies did not delve into the critical aspects of budget planning, communication planning, and the contribution of risk management to the performance of government projects.

Hence, there is an evident gap in the existing academic literature, necessitating this study. Specifically, our research aims to address this gap by examining the distinct roles of budget planning, communication planning, and the contribution of risk management in the context of the BK Arena sports project. This focused investigation is essential for enhancing our understanding of these critical factors and their impact on the performance of government projects in Rwanda.

1.2 Objectives of the study

1.2.1 General objective

The general objective of this research was to assess the contribution of the project planning on performance of government projects in Rwanda.

1.2.2 Specific objectives

- (i) To examine the effect of budget planning on performance of BK Arena Sports project.
- (ii) To assess the effect of communication plan on performance of BK Arena sports project.
- (iii) To determine the effect of risk management plan on performance of BK Arena Sports project.

1.3 Research Hypotheses

H₀₁: There is no significance relation of budget planning on performance of BK Arena sports project.

H₀₂: Communication planning has no significant contribution on performance of BK Arena Sports project.

H₀₃: There is no significance contribution of risk management plan on performance of BK Arena Sports project.

2.1 Empirical Review

2.1.1. Budget planning and Performance of Project

Tache (2011) researched the feasibility of an integrated planning approach to implementing environmentally responsible investment projects in Romania. The study's overarching objective is to design an integrated process that takes into account both investment project planning and the achievement of interdisciplinary social and environmental goals. A flowchart will outline the entire process, highlighting the interconnected nature of economic, social, and environmental considerations with project planning and the provision of a formal framework for carrying out logical monitoring and the successful completion of the endeavor. Applying critical assessment, the study identified potential advantages and disadvantages of employing such a project planning tool, which opens up fresh possibilities for developing even better models and strategies.

Jiang (2014) investigated the cause and effect of Chinese project management and project success. Documentary review was used to investigate the author's central question: what impact does management have on a project's likelihood of success? In spite of its neglect in project planning, the author found that leadership/manager had a significant impact on the project's outcome via recurring themes like team cohesion and manager familiarity with and skill in implementing effective management strategies for both subordinates and superiors.

Change management and its impact on project completion were among the factors Fatima, Alyaa, and Abdul (2013) studied. Documentary study revealed that several projects are failing for a variety of reasons, with inadequate project management being cited most often. Furthermore, time changes swiftly from day to day, making it difficult to establish a dynamic structure. Therefore, good management is needed to guarantee the benefit gained from putting the idea into action. Successful change management is in high demand because it helps businesses improve their results and longevity by adapting to the constant stream of new information.

2.1.2 Communication plan and Performance of Project

Ralf and Rodney (2007) looked at how different sorts of projects fared in regard to the influence of their project managers. Scientists wanted to quantify the impact of project management style on the relative importance of several indicators of success, and then compare actual project results to those estimates. The results of an online survey with 959 respondents show that the importance placed on several indicators of project success varies greatly depending on industry, project complexity, manager age, and even the manager's country of origin. However, it was made clear that the basic criteria are distinct. A correlation between the perceived significance of a success criterion and the reported success of a project against that criterion was modeled.

Ofori (2013) investigated the state of project management in Ghana and identified its most important success criteria. Their research aimed to determine what constitutes good project management techniques and then evaluate those procedures. The research took an exploratory tack by surveying 200 managers from various economic sectors in Ghana to learn more about their firms' project management procedures. According to the findings, key contributors to a project's success include buy-in from upper management, an organized strategy for communicating with stakeholders, well-defined objectives, and active participation from the project's target audience.

2.1.3 Risk management plan and Performance of Project

Wanyonyi (2015) case study of a subset of INGOs in Nairobi County, Kenya, looking at how risk management affected their programs. The success of NGO-funded projects was significantly correlated with measures of risk aversion, transference, reduction, and acceptance. A lot of effort was put into researching techniques to lessen risk. The goal of the research was to put a dollar amount on the value that risk management adds to a successful program. Gitau's (2015) research, risk assessment and mitigation throughout the planning stages of construction projects in Rwanda. Both quantitative and qualitative information was gathered. According to the findings, selecting consulting engineers and architects is common practice prior to the development phase of a project. Only fourteen percent of projects started with choosing a consultant. The researchers zeroed emphasis on how risk management had a role in the project's early phases. This research aimed to assess the impact of risk management on programs that help women and girls gain economic independence in Kenya's Kiambu and Nairobi counties. Maghanga (2019) investigated how cement manufacturing enterprises in Nairobi County, Kenya, utilized project risk management approaches to improve project outcomes. The sampling strategy used in this study was methodical. The potential influence on project results motivates the widespread use of risk management methods including risk avoidance, risk retention, risk transfer, and risk control. The connection between the two is also statistically significant. This research looked specifically at the actions taken by the cement sector. The purpose of this research was to determine how much of an impact risk management initiatives had on women's and girls' economic empowerment.

2.2 Critical review and Research Gap Identification

Jiang (2014) investigated how management factors into successful Chinese construction projects. His research set out to dissect the contribution of management to the completion of the project. The study of Jiang focused was of paramount important to the researches, but it did not used primary data so that it could confirm the information from secondary source.

According to research conducted by Fatima, Alyaa, and Abdul (2013) in Malaysia, effective project implementation is directly correlated to effective change management. Documentary study revealed that several projects are failing for a variety of reasons, with inadequate project management being cited most often. The study of Fatima, Alyaa and Abdul (2013) also carried out a useful study, but they did not used primary data to confirm the information from the secondary source. Ralf and Rodney (2007) looked at how different types of project managers affected success criteria and project outcomes. The study stated goal was to ascertain how different project success metrics are weighted based on the personalities of project managers. Ralf and Rodney (2007) did study, however they only looked at elements that were known to have a major influence on project performance. It's worth noting that they didn't single out the project's achievements in the realms of sports, education, or globalization.

Using a developing country's perspective, Ofori (2013) examined Ghana's project management practices and critical success factors. This study set out to assess the state of the art in project management in Ghana by identifying critical success factors for projects there. The study of Ofori (2013) was a useful study in decision making, but his study focused on critical success factors in any industry, whereby the project's success factors depend on the type of industry. Although several researchers, such as Jiang (2014), Fatima, Alyaa and Abdul (2013), Ralf and Rodney (2007) and Ofori (2013) conducted analyses critical to project management and completion.

In the sports industry in particular, they failed to utilize primary data collected via correlation and descriptive statistics to determine the importance of project planning.

2.3 Conceptual Framework

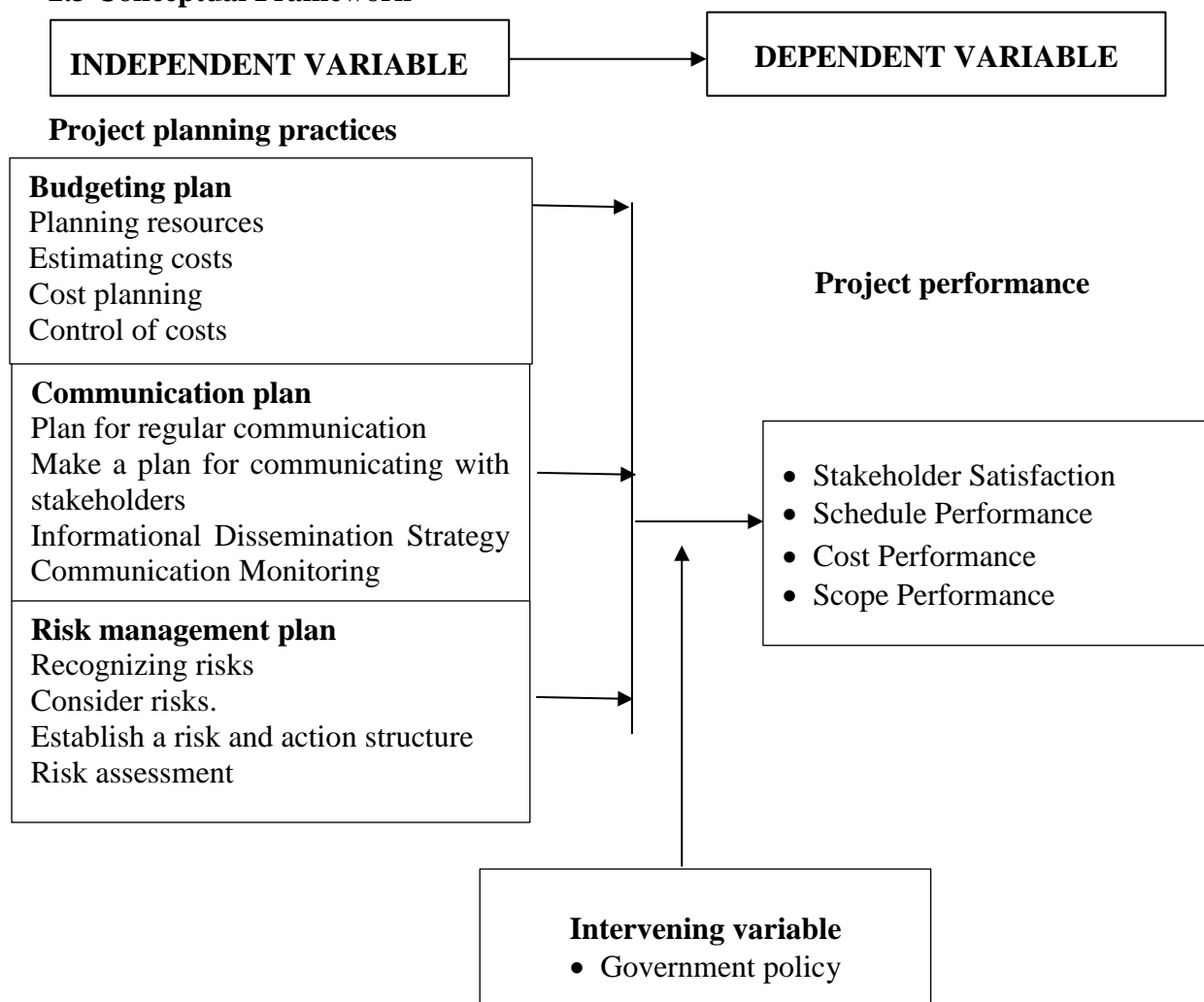


Figure 2:1: Conceptual framework

Figure 2:1. Government projects in Rwanda have a substantial impact on project performance since the budget, communications, and risk management plans are the primary determinants of project timeliness, cost, and quality.

3. Materials and Methods

The research study utilized a descriptive approach to evaluate the impact of project planning on project success through a combination of quantitative and qualitative research methods. The study targeted 46 individuals involved in the BK Arena sports project, employing a census method to gather data from project managers, coordinators, developers, and business analysts. Primary data was collected using self-administered questionnaires, with careful attention to reliability and validity measures. Pilot testing and the use of Cronbach's alpha ensured the reliability of the instruments, while the study's validity was maintained by ensuring comprehensive coverage of the intended outcomes.

The data analysis process involved the use of statistical and logical tools, including SPSS, to assess the relationships between project performance, budget planning, communication plans, and risk management plans. Ethical considerations were paramount throughout the research, with the researcher obtaining necessary permissions, informed consent from participants, and preserving the confidentiality of the respondents' information.

The use of primary data collection through questionnaires and the rigorous reliability and validity checks ensure the credibility of the findings. The ethical considerations employed underscore the commitment to upholding the highest standards in research conduct and confidentiality. By leveraging the comprehensive data analysis process, the study can provide valuable insights into the relationship between project planning and project success, contributing to a better understanding of the factors influencing successful project outcomes.

4.1 Presentation of findings

The distribution of respondents' Likert scale ratings for various propositions was shown using frequencies, percentages, the mean, and the standard deviation. Participants were asked to identify their degree of agreement or disagreement using a 5-point scale ranging from Strongly Disagree to Strongly Agree, with 1 representing Strongly Disagree and 5 representing Strongly Agree. The mean values were then interpreted within specific ranges: from 1.0 to 1.80 as very low, 1.81 to 2.60 as low mean, 2.61 to 3.40 as neutral, 3.41 to 4.20 as high mean, and 4.21 to 5.0 as very high mean. To determine the homogeneity or heterogeneity of the data, the standard deviation was considered. If the standard deviation was less than or equal to 0.5, the data was classified as homogenous. Conversely, if the standard deviation exceeded 0.5, the data was categorized as heterogeneous.

4.1.1 The effect of budget planning on performance of BK Arena Sports project

The first objective of the study was to examine the effect of budget planning on performance of BK Arena Sports project. The results for similar claims are shown in the table below.

Table 4.1: The effect of budget planning on performance of BK Arena Sports project.

Statements	SD		D		N		A		SA		Mean	Std. Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The cost estimation for the required materials to achieve the project's objectives was sufficient.	2	4.8	2	4.8	1	2.4	17	40.5	20	47.6	4.21	1.048
The project team is adequately motivated as a result of accurately estimating the staff cost, ensuring fair remuneration.	1	2.4	1	2.4	5	11.9	18	42.9	17	40.5	4.17	.908
The cost estimation for the tools necessary to accomplish the project's objectives is sufficient.	1	2.4	3	7.1	7	16.7	13	31.0	18	42.9	4.05	1.058
The procurement process was efficient, ensuring timely supply of all necessary materials and tools to facilitate youth training.	2	4.8	1	2.4	4	9.5	20	47.6	15	35.7	4.07	.997
The project activities were not delayed due to any cost-related issues.	2	4.8	3	7.1	6	14.3	15	35.7	16	38.1	3.95	1.125
Composite mean and standard deviation (n=42)											4.09	1.0272

Table 4.1 shows the outcomes on the effect of budget planning on the performance of the BK Arena Sports project in Rwanda. The table provides information on the respondents' perceptions of various aspects related to budget planning and their corresponding frequencies, percentages, mean scores and standard deviations. The cost estimation for the required materials to achieve the project's objectives was sufficient as majority of the respondents 47.6% rated this aspect as strongly agree followed by 40.5% who rated it as agree. The mean score for this item is 4.21 is very high mean, standard deviation of 1.048 indicating heterogeneity among the responses. The project team is adequately motivated as a result of accurately estimating the staff cost, ensuring fair remuneration as 42.9% agreed that staff costs were well estimated, while 40.5% rated it as strongly agree. The mean score for this item is 4.17 indicates high mean, standard deviation is 0.908 indicating heterogeneity among the responses.

The cost estimation for the tools necessary to accomplish the project's objectives is sufficient as the majority of the participants 42.9% agreed that there was an adequate estimate of cost for tools, while 31.0% rated it as disagree. The mean of 4.05 is high mean, standard deviation is 1.058 indicating heterogeneity among the responses. The procurement process was efficient, ensuring timely supply of all necessary materials and tools to facilitate youth training as respondents 47.6% agreed that procurement was effective, while 35.7% rated it as strongly agree. The mean of 4.07 is high mean. The standard deviation of 0.997 is heterogeneity among the responses. The project activities were not delayed due to any cost-related issues as the majority of the respondents 38.1% rated this item as strongly agree, followed by 35.7% who agreed. The mean score for this item is 3.95 as high mean. There seems to be some variation in the answers given (1.125 standard deviation).

A participant in the conversation discussed the role that careful financial planning had in the success of the BK Arena Sports project in Rwanda.

From what I've seen, the success or failure of the BK Arena Sports project has been heavily dependent on the project scope plan. Project success depends on everyone involved having a shared knowledge of the goals and constraints established by a well-defined and documented project scope. It enables effective resource allocation, budget management, and timeline estimation, leading to improved project performance and increased chances of achieving project goals.

The results show that most respondents thought financial planning had a beneficial impact on the BK Arena Sports project's outcome. The mean scores for all items were relatively high, indicating that the respondents had favourable views regarding the adequacy of cost estimates for materials and tools, fair remuneration, procurement effectiveness, and the absence of delays due to cost-related issues in BK Arena Sports project.

4.1.2 The effect of communication plan on performance of BK Arena sports project

The second objective of the study aimed to evaluate the impact of the communication plan on the performance of the BK Arena sports project. The results pertaining to relevant statements have been elaborated upon in the table presented below.

Table 4.2: The effect of communication plan on performance of BK Arena sports project.

	SD		D		N		A		SA		Mean	Std. Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The information is created and shared following established systems and procedures.	2	4.8	2	4.8	3	7.1	19	45.2	16	38.1	4.07	1.045
All team members and other key stakeholders are familiar with the reporting process.	3	7.1	1	2.4	6	14.3	17	40.5	15	35.7	3.95	1.125
Management regularly updates its staff about the status of projects to keep them informed.	2	4.8	1	2.4	2	4.8	18	42.9	19	45.2	4.21	1.001
The information collected from the experience is stored for future use.	0	0.0	2	4.8	3	7.1	25	59.5	12	28.6	4.12	.739
This project ensures that lines of communication remain open at all times.	0	0.0	3	7.1	4	9.5	25	59.5	10	23.8	4.00	.796
Composite mean and standard deviation (n=42)											4.07	0.9412

Table 4.2 presents the findings on the contribution of the communication plan to the performance of the BK Arena sports project in Rwanda. The table provides information on the respondents' perceptions of various aspects related to communication within the project and their corresponding mean scores and standard deviations. The majority of the respondents 45.2% rated this aspect as agree followed by 38.1% who rated it as strongly agree the information is created and distributed following established systems and procedures. The mean score for this item is 4.07 is high mean. The standard deviation is 1.045, indicating some level of heterogeneity among the responses means that responses are form different categories.

A significant proportion of the respondents 40.5% agreed that both team members and stakeholders were knowledgeable about the reporting process, while 35.7% rated it as strongly agree that all team members and other key stakeholders are familiar with the reporting process. The mean score for this item is 3.95, falling within the high mean. The standard deviation is 1.125 indicating some level of heterogeneity among the responses means that responses are form different categories.

The majority of the respondents 42.9% rated this item as agree, followed by 45.2% who rated it as strongly agree that management regularly keeps its staff informed about the status of projects on a frequent basis. The mean score for this item is 4.21, falling within the very high mean. The standard deviation is 1.001 indicating some level of heterogeneity among the responses.

The majority of the respondents 59.5% rated this aspect as agree; while 28.6% rated it as strongly agree that the information collected from the experience is saved for future reference and use. The mean score for this item is 4.12, falling within the high mean. The standard deviation is 0.739 indicating homogeneity among the responses.

The majority of the respondents 59.5% rated this item as agree, followed by 23.8% who rated it as strongly agree that this project ensures that lines of communication remain open at all times. The mean score for this item is 4.00, falling within the high mean. The standard deviation is 0.796, indicating homogeneity among the responses.

One of the interviewee shared his testimony on the effect of communication plan on the performance of the BK Arena Sports project in Rwanda.

Effective project communication planning is essential for the success of government projects. Clear channels of communication facilitate timely and accurate exchange of project updates, progress reports, and any potential issues or risks. This transparency and open communication promote collaboration, coordination, and alignment among project team members and stakeholders, fostering a supportive environment and enhancing project performance.

The findings indicate that respondents generally had positive perceptions regarding the contribution of the communication plan to the performance of the BK Arena sports project. The mean scores for all items were relatively high, indicating that the respondents had good views regarding the generation and dissemination of information, awareness of reporting processes, regular updates on project status, and the importance of open lines of communication. These results suggest that the communication strategy has a major impact on the BK Arena's efficiency.

4.1.3 The effect of risk management plan on performance of BK Arena Sports project

The third objective of the study sought to ascertain the influence of the risk management plan on the performance of the BK Arena Sports project. The outcomes related to analogous claims are displayed in the following table.

Table 4.7: The effect of risk management plan on performance of BK Arena Sports project.

	SD		D		N		A		SA		Mean	Std. Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The project identifies the major risks and records them in a risk register.	3	7.1	0	0.0	6	14.3	17	40.5	16	38.1	4.02	1.093
The project assesses the major risks based on their likelihood and impact.	2	4.8	2	4.8	5	11.9	25	59.5	8	19.0	3.83	.961
The project communicates with stakeholders when unexpected events occur.	2	4.8	0	0.0	7	16.7	18	42.9	15	35.7	4.05	.987
The management has allocated a risk budget to be utilized in case the identified risks materialize.					8	19.0	19	45.2	15	35.7	4.17	.730
Risk issues and recommended improvements are identified.	2	4.8	1	2.4	7	16.7	19	45.2	13	31.0	3.95	1.011
Composite mean and standard deviation (n=42)											4.004	0.9564

Table 4.3 presents the findings on the effect of the risk management plan significantly impacts the performance of the BK Arena Sports project in Rwanda. The table provides information on the respondents' perceptions of various aspects related to risk management within the project and their corresponding mean scores and standard deviations. The project identifies the major risks and records them in a risk register as significant proportion of the respondents 40.5% agree, followed by 38.1% who strongly agree. The mean of 4.02 is high mean and the standard deviation is 1.093 indicating heterogeneity among the responses.

The project assesses the major risks based on their likelihood and impact as the majority of the respondents 59.5% 'agree, while 19.0% strongly agree. The mean of 3.83 is high mean. The standard deviation of 0.961 indicating heterogeneity among the responses.

The project engages in communication with stakeholders whenever unforeseen events arise as the respondents 42.9% agreed that the project maintains communication with stakeholders when unexpected events occur, while 35.7% strongly agree. The mean of 4.05 falling within the high mean and the standard deviation is 0.987 indicating heterogeneity among the responses.

The management has allocated a risk budget to be utilized in the event that the identified risks materialize as the majority of the respondents 45.2% agree, followed by 35.7% who strongly agree, the mean of 4.17 falling within the high mean. The standard deviation is 0.730 indicating homogeneity among the responses. The project identifies risk issues and proposes necessary improvements as significant proportion of the respondents 45.2% agreed that risk issues and recommended improvements are identified, while 31.0% strongly agree, the mean of 3.95 falling within the high mean and the standard deviation of 1.011 indicating heterogeneity among the responses.

One of the interviewees discussed how the BK Arena Sports project in Rwanda fared after the risk management strategy was put into place.

I have experienced the significant impact of project risk planning on government projects. Risk planning of BK Arena Sports project was comprehensive and integrated into project management processes; it significantly enhances the project's resilience, minimizes surprises, and ultimately contributes to better project performance.

These findings suggest that the BK Arena Sports project's success is significantly influenced by the risk management strategy. The project team successfully identifies and documents risks, assesses their likelihood and impact, maintains communication with stakeholders during unexpected events, allocates a risk budget, and effectively addresses risk issues. These measures collectively contribute to enhancing the overall project performance.

Table 4.3: Performance of BK Arena Sports

	SD		D		N		A		SA		Mean	Std. Dev.
	fi	%	fi	%	fi	%	fi	%	fi	%		
The output of the project has meet the beneficiaries 'expectation	2	4.8	3	7.1	2	4.8	19	45.2	16	38.1	4.24	.759
There is achievement of milestones at low cost	3	7.1	5	11.9	4	9.5	22	52.4	8	19.0	4.00	.698
There was effective and efficiency use of project resources	3	7.1	1	2.4	5	11.9	25	59.5	8	19.0	3.93	.867
Beneficiaries have got relevant employability skills	2	4.8	2	4.8	6	14.3	28	66.7	4	9.5	3.83	.730
Beneficiaries have got paid employment	4	9.5	2	4.8	2	4.8	32	76.2	2	4.8	4.00	.312
Composite mean and standard deviation (n=42)											4.00	0.6732

Table 4.3 presents the findings on the performance of the BK Arena Sports project in Rwanda. The table provides information on the respondents' perceptions of various aspects related to project performance, along with their frequencies, percentage, mean and standard deviations.

A large majority (45.2% of respondents) and a large minority (38.1% of respondents) agree that the project's outcomes have been good, with a mean score of 4.24 (very high) and a standard deviation of 0.759 (low). Results were quite consistent, with 52.4% of respondents agreeing that the goals were fulfilled at a low cost and 19.0% strongly agreeing (mean = 4.00, standard deviation = 0.698). The majority of respondents (59.5%), including a sizable percentage (19.0%), think the project's resources were utilised efficiently and effectively. With a mean of 3.93 and a standard deviation of 0.867, the replies are quite consistent with one another.

The majority of the respondents 66.7% agreed that beneficiaries gained relevant employability skills, while 9.5% rated it as strongly agree. The mean score for this item is 3.83, falling within the high mean range and the standard deviation of 0.730 indicating homogeneity among the responses. The majority of the respondents 76.2% agree, while 4.8% rated it as strongly agree that beneficiaries have obtained paid employment. The mean is 4.00 falling within the high mean range and standard deviation is 0.312 indicating homogeneity among the responses.

Overall, the findings indicate that the BK Arena Sports project has performed well according to the respondents' perceptions. The mean scores for all items were relatively high, indicating that the respondents had positive views regarding the project's output meeting beneficiaries' expectations, milestone achievements at low cost, effective and efficient use of project resources, relevant employability skill acquisition by beneficiaries, and obtaining paid employment.

4.2.1 Inferential statistics

This section used inferential statistics to validate study hypotheses by analysing relationships and impacts between variables including; H01: There is no significance relation of budget planning on performance of BK Arena sports project. H02: Communication planning has no

significant contribution on performance of BK Arena Sports project. H03: There is no significance contribution of risk management plan on performance of BK Arena Sports project.

Table 4.4: Correlation between budget planning, Communication planning, risk management plan and project performance

		Budgeting plan	Communication plan	Risk Management plan	Project performance
Budgeting Plan	Pearson Correlation	1	.600**	.676**	.633**
	Sig. (2-tailed)		.000	.000	.000
	N		42	42	42
Communication Plan	Pearson Correlation		1	.735**	.716**
	Sig. (2-tailed)			.000	.000
	N			42	42
Risk management plan	Pearson Correlation			1	.735**
	Sig. (2-tailed)				.000
	N				42
Project performance	Pearson Correlation				1
	Sig. (2-tailed)				
	N				42

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

The correlation matrix in Table 4.4 shows the correlations between the variables: budget planning, communication plan, risk management plan, and project performance. Pearson correlation coefficients, which show how strong and in which direction associations are, are listed in the table. To be more precise, budget planning is positively associated with project success ($r = 0.633$, $p 0.01$). This suggests that careful budgeting has a somewhat beneficial effect on the outcome of the BK Arena Sports project. There is a correlation between meticulous budget preparation and successful project outcomes.

Project success is positively correlated with the quality of the communication strategy ($r = 0.716$, $p 0.01$). This indicates that the time invested in communication preparation is directly proportional to the project's final outcome. Project success may be attributed to well-planned communication. In-depth risk management planning is positively correlated with project completion, as shown by the data ($r = 0.735$, $p 0.01$; see also $p 0.01$). Better results are often seen when a thorough risk management strategy is in place.

Table 4.5: Model Summary on budget planning, Communication planning, risk management plan and project performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.790 ^a	.625	.595	8.85954

a. Predictors: (Constant), Risk management plan, Budgeting plan, Communication plan

The Model Summary in Table 4.5 offers details on how well the regression model using the predictors Risk management plan, Budgeting plan, and Communication plan worked in predicting the success of the BK Arena Sports project. The R value of 0.790 indicates a significant positive relationship between the predictors and the outcome of the project. A score of R Squared = 0.625 indicates that the model adequately accounts for 62.5% of the variation in project success. The regression model using the predictors (Risk management plan, Budgeting plan, and Communication plan) shows a strong positive relationship with the project performance.

Table 4.6: ANOVA^a on budget planning, Communication planning, risk management plan and project performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4966.964	3	1655.655	21.093	.000 ^b
	Residual	2982.678	38	78.492		
	Total	7949.643	41			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Risk management plan, Budgeting plan, Communication plan

The ANOVA Table 4.6 explains the relevance of the predictors (Risk management plan, Budgeting plan, and Communication plan) in the regression model used to forecast BK Arena Sports project success. The .000 significance value is much lower than the more common 5% threshold (.05). There is a substantial relationship between the predictors (Risk management plan, Budgeting plan, and Communication plan) and the outcome (project success), hence the regression model is credible. According to the analysis of variance, the predictors (Risk management plan, Budgeting plan, and Communication plan) in the regression model are all significant in predicting the project's outcome.

Table 4.7: Coefficients^a on budget planning, Communication planning, risk management plan and project performance

Model		Unstandardized		Standardized	t	Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	5.837	6.363		.917	.365
	Budgeting plan	.771	.571	.186	1.351	.015
	Communication plan	1.100	.483	.341	2.278	.028
	Risk management plan	1.257	.572	.358	2.199	.034

a. Dependent Variable: Project performance

Table 4.7 displays the estimated coefficients for the variables in the adopted model, specifically examining the impact of budget planning, communication plan, and risk management plan on the project performance of the BK Arena Sports project. The adopted model presented as follow:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

Where:

Y= Project performance , α = Constant Term, X1= budget planning, X2= communication plan, X3= risk management plan and β = Beta Coefficient. In this case, the constant term is 5.837, but its standard error (6.363) is relatively large compared to the magnitude of the coefficient.

The budget planning variable (X1) has a coefficient of 0.771, suggesting that an increase of one unit in budget planning is often accompanied by an improvement of 0.771 units in project performance. At the 0.015 level of significance, the t-value of 1.351 is noteworthy.

Project success is positively correlated with better communication strategies, as measured by a coefficient of 1.100 for the communication plan variable (X2). At the 0.028 level of significance, the t-value of 2.278 is noteworthy.

One unit increase in the risk management plan is related with an average 1.257-unit improvement in project performance, as shown by the coefficient for the risk management plan variable (X3) of 1.257. At the 0.034 level of significance, the t-value of 2.199 is noteworthy. The success of a project may be predicted with a high degree of accuracy using any combination of the three factors—budget planning, communication strategy, and risk management plan. The coefficients indicate that budget planning, communication plan, and risk management plan have positive effects on the project performance of the BK Arena Sports project. The coefficients for communication plan and risk management plan are statistically significant, suggesting that these variables make a significant contribution to predicting the project performance.

4.2 Findings discussion

The discussion of research findings holds a position of utmost significance, as it enables the researcher to analyse and provide context to the data, derive meaningful conclusions, and make contributions to the existing knowledge within the field. The results of ($r = 0.633$, $p < 0.01$). It shows that the more time spent on budgeting has a somewhat good effect on how well the BK Arena Sports project turns out. There is a correlation between meticulous budget preparation and successful project outcomes. Positively, this study's results corroborate those of Jiang's (2014) investigation on the connection between Chinese project management and successful outcomes. Leadership and management abilities, as well as the knowledge and strategies used while interacting with team members and clients, may have a significant impact on the success of a project, but are frequently overlooked during the planning phase. Jiang's research, which analyzed the impact of management on successful projects using a document review method, uncovered several regularities.

There is a strong positive relationship between the amount of time spent on communication preparation and the success of the BK Arena Sports project, as shown by the findings. Project success is positively correlated with having a well-thought-out communication strategy ($r = 0.716$, $p < 0.01$). Ofori (2013) did research on project management methods and critical success determinants in Ghana, and his findings corroborate those of this study. Their research aimed to determine what constitutes good project management techniques and then evaluate those procedures. According to the study's findings, the most important aspects of a project's success are buy-in from upper management, a solid communication strategy, a transparent set of objectives, and the active participation of all affected parties.

Indeed, there is a positive and statistically significant correlation ($r = 0.735$, $p < 0.01$) between the risk management plan and project performance. This shows that the more time and effort spent on planning for risk management, the better the project will turn out. The outcomes of this study are in complement with Gitau (2015) looked at how risk management during project planning affected the success of Rwandan building projects. Quantitative and qualitative data were collected. Consulting engineers and architects are typically selected far in advance of a project's development phase. Only 14% of initiatives began with picking a

consultant. The researchers zeroed emphasis on how risk management had a role in the project's early phases.

5.1 Conclusion

The study mentions positive perceptions regarding the adequacy of cost estimates for materials and tools, fair remuneration, procurement effectiveness, and the absence of delays due to cost-related issues. These positive perceptions, along with the high mean scores and favourable testimonies from the interviewees, indicate that effective budget planning contributes to improved project performance. Adequate estimation of costs and proper allocation of resources are crucial factors that positively impact the success of government projects.

The study reveals that the communication plan plays a substantial role in the performance of the BK Arena Sports project. The respondents expressed positive views on various aspects related to communication within the project, such as the generation and dissemination of information, awareness of reporting processes, frequent updates on project status, and open lines of communication. The high mean scores and favourable testimonies from the interviewees further support the conclusion that an effective communication plan positively influences project performance. Open and effective communication facilitates coordination, collaboration, and information sharing among team members and stakeholders, leading to improved project outcomes.

The respondents acknowledged the project's efforts in identifying and documenting risks, rating risks based on their likelihood and impact, communicating with stakeholders during unexpected events, allocating a risk budget, and addressing risk issues. These positive perceptions, along with the high mean scores and the supportive testimonial, highlight the importance of effective risk planning and management in enhancing project performance. Comprehensive risk management enables the project team to proactively identify and mitigate risks, thereby minimizing potential disruptions and maximizing project success.

5.2 Recommendations

BK Arena Sports project should enhance budget planning through thorough research, expert consultation, and accurate forecasting to ensure efficient resource allocation. Clear communication systems must be established to facilitate transparent information exchange among team members and stakeholders. Regular updates on project progress will help manage expectations and foster collaboration. Develop a comprehensive risk management plan, prioritize risk assessment, and allocate a risk budget to mitigate potential risks. Continuously track and evaluate risks, updating the risk register and implementing proactive mitigation strategies for project resilience and success.

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