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Project Planning and Performance of Twigire Mumikino Project Implemented by Voluntary Service Overseas (VSO) in Nyamasheke District, Rwanda

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Abstract

The study focused on evaluating the project planning and performance of the Twigire Mumikino Project implemented by VSO in Nyamasheke District, Rwanda. The specific objectives included assessing the effect of project scope planning, human resources planning, budget planning, communication planning on project performance. The research employed a descriptive/quantitative approach, utilizing data collected from 102 employees involved in the Twigire Mumikino Project. The study utilized questionnaires and interviews for primary data collection and accessed secondary information from relevant reports. Descriptive statistics, correlation coefficient, and multiple linear regression analysis were applied for data analysis. The results stated that project planning represented by project communication planning, project scope planning, project human resource planning, project budget planning has contributed $R = .921^a$ for performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda as explained by r^2 of 0.849 indicating 84.9% in the model as positive and moderate, as the independent variable moderately explained the dependent variable (i.e., performance of Twigire mumikino project implemented by VSO in Nyamasheke District) and show that the model is a good prediction. Project scope planning presented B which is 0.255 and $t = 4.093$. This variable's coefficient indicates that for a one-unit increase in project scope planning, the dependent variable (performance of Twigire mumikino project implemented by VSO) is expected to increase by 0.255 units. Project Human Resource Planning show B is 0.172 and $t = 3.035$. The coefficient indicates that a one-unit increase in human resource planning is associated with an increase of 0.172 units in the performance of Twigire mumikino project implemented by VSO. Project Budget Planning presents B is 0.293 and $t = 2.825$. Similar to the previous variable, a one-unit increase in budget planning is associated with a 0.293 unit increase in the performance of Twigire mumikino project implemented by VSO. Project Communication Planning Shows B which is 0.265 and $t = 2.707$. A one-unit increase in communication planning is associated with a 0.265 unit increase in the performance of Twigire mumikino project implemented by VSO. However, Project Scope Planning, Project Human Resource Planning, Project Budget Planning, and Project Communication Planning all exhibit p-values less than 0.05, indicating statistical significance. The study supported all alternative hypotheses, emphasizing the substantial influence of project scope planning, human

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resources planning, budget planning, and communication planning on the performance of the Twigire Mumikino Project. This indicates the importance of prioritizing and enhancing the planning phase for improved project outcomes. To improve Twigire Mumikino project performance of VSO in Nyamasheke District, Rwanda should prioritize comprehensive project planning, particularly enhancing project scope planning, optimizing human resource planning, prioritizing budget planning, strengthening communication strategies, and implementing continuous monitoring and evaluation. These measures will ensure efficient resource allocation, stakeholder engagement, and alignment with project goals, ultimately enhancing overall project success.

1. Introduction

Project performance is the most important confirmation that project funds have been utilized appropriately to deliver the project goals and targets. However, many projects still fail to achieve and realize expected benefits (Baily et al 2012). Hence, this has led to project delays and cost overrun in some projects. Across the world, project failures have often been reported more than project success. Standish Group (2009) published that in the USA, only 32% projects succeed, 44% were challenged and 24% of projects failed. Stewart (2003) further claimed that only 25% of projects remain successful. Moreover, in developing countries, project failure is more alarming (Haughey, 2010). It has also been established that critical project success factors influence project completion and performance; project leadership (80%), funding (80.73%), stakeholder involvement (90%) and effective planning (92.4%).

Despite the significance of project planning in project management, a crucial element that establishes the groundwork for project success by defining goals, allocating resources, managing risks, and ensuring effective communication, its proactive nature can lead to time and resource savings, ultimately enhancing the likelihood of success. In the case of the Twigire Mumikino project implemented by Voluntary Service Overseas (VSO) in Nyamasheke, Rwanda, aiming to uplift the socio-economic conditions of vulnerable communities, it is noteworthy that numerous NGO projects in Rwanda face challenges. Approximately 30% of non-governmental organizations in Rwanda encounter project failures, falling short of achieving their targets and objectives. This failure is often attributed to the lack of effective top management support, cultural considerations, project scope definition, resource and budget planning, communication strategies, risk management planning, scheduling, and commitment (Gathoni & Ngugi, 2016).

According to Chua, Kog, and Loh's study (2013), successful project performance hinges on the development of a well-structured project plan, encompassing considerations such as the projected timeframe and key success factors. A sound project plan facilitates informed decision-making by project managers and stakeholders, directing attention towards project success. Successful project performance serves as a crucial indicator that project funds have been appropriately utilized to achieve the project's goals. Despite this, some NGO projects struggle to realize anticipated benefits, often attributed to inadequate scheduling and planning (Baily et al., 2012). The research conducted by the Standish Group in 2019 revealed that only 32% of projects succeed, 44% face challenges, and 24% fail due to a lack of consultation and planning before implementation. Stewart (2003) asserted that only 25% of NGO projects are successful, and in developing countries, the failure rate of NGO projects is notably high, primarily attributed to improper planning (Haughey, 2010). While numerous studies have contributed to the understanding of project performance, there is a scarcity of literature specifically addressing how factors like resource planning, financial resource planning, time scheduling, and scope planning impact the performance of NGO projects in Rwanda.

The success of any development project relies heavily on meticulous planning. Therefore, during this study, there is a concern that the initial project planning phase may not have adequately accounted for the unique socio-economic, cultural, and environmental factors of Nyamasheke, potentially leading to challenges in project implementation and effectiveness. There is a need to assess whether the project's objectives and expected outcomes are clearly defined, measurable, and aligned with the needs and aspirations of the target communities in Nyamasheke. Ambiguity in project goals can lead to misalignment and hinder effective monitoring and evaluation. Efficient resource allocation and utilization are critical for project success.

This study investigated whether the resources allocated to the Twigire mumikino Project, including financial, human, and material resources, are being effectively utilized to achieve the intended outcomes. Successful development projects require active participation and engagement of the beneficiary communities. The absence of robust performance measurement and monitoring mechanisms can impede the project's ability to adapt to changing circumstances and demonstrate its impact. This study aims to assess the effectiveness of the project's monitoring and evaluation systems. Ensuring the sustainability and long-term impact of development projects is paramount. The study will explore whether the Twigire mumikino Project has a comprehensive sustainability plan and assess the potential for its interventions to create lasting positive change in Nyamasheke (VSO report, 2019). However, this study assessed the project planning through project scope, human resources planning, budget planning, communications planning as influence of performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda shown by the project Effective budget utilization; Project outcomes and Project quality.

1.1 Objectives of the Study

The main objective was to assess the effect of project Planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda

This study had four specific objectives which are as follows:

- i. To determine the effect of project scope planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda;
- ii. To find out the effect of human resources planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda;
- iii. To ascertain the effect of budget planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda;
- iv. To establish the effect of communication planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda

1.2 Research Hypothesis

The study verified the following alternative hypothesis:

- i. **Ha1:** There is a significant effect of project scope planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda
- ii. **Ha2:** There is a significant effect of human resources planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda
- iii. **Ha3:** There is a significant effect of budget planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda

- iv. **Ha4:** There is a significant effect of communication planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda

2. Literature review

2.1 Theory of Change

The concept of a Theory of Change, initially formulated by Weiss in 1995, involves a systematic process of outlining and documenting the mechanisms underlying how a program or intervention is expected to function. It elucidates why and how it will be effective, identifies the beneficiaries and the nature of their benefits, and specifies the necessary conditions for success. In this study, guidance is drawn from the Theory of Change developed by Kusters in 2000.

A Theory of Change serves as a valuable tool for managers, providing clarity on the outcome chains and elucidating the rationale behind the selection of specific strategies. It offers insights into why these particular strategies are chosen over others and outlines the anticipated unfolding of these strategies. Unlike traditional planning frameworks established during the early implementation phase, the Theory of Change contributes to the design and focus of planning at an early stage in the design process. This includes identifying main actors, critical assumptions, intended outcomes, and key indicators, forming the basis for the planning framework. By enhancing understanding of stakes and stakeholders, the Theory of Change facilitates thoughtful utilization of planning activities, lessons, and increases awareness of consequences.

While planning is commonly associated with monitoring progress against plans and milestones, the Theory of Change encourages a broader perspective. It involves looking at the program's addressed problem, the broader context, changes in relationships between main actors, and unintended outcomes. Revisiting the initial assumptions made during program implementation is crucial to assess their validity. If these assumptions prove invalid, there may be a need to adapt the strategy or reconsider the Theory of Change. This approach not only aids in measuring outcomes but also provides insights into the role of project planning and other factors contributing to project performance.

Evaluation, typically conducted during a mid-term review, towards the project's end, or sometime afterward, benefits from the Theory of Change. In the current study, the Theory of Change is particularly useful in health project implementation. It serves to assess quality, differentiate between implementation failure and theory failure, and determine whether health post projects have achieved various critical results, such as strengthening organizational capacity, alliances, and support base through risk management, skills enhancement, staffing, leadership, monitoring, coordination, collaboration, and mission alignment.

2.2 Stakeholder Engagement Theory

Stakeholder theory, originating from Ian Mitroff's 1983 book "Stakeholders of the Organizational Mind," addresses ethical considerations and values in managing stakeholders within projects or organizations. Its objective is to optimize relationships with stakeholders, thereby enhancing overall efficiencies. This theory finds applications in crucial domains such as project management, corporate social responsibility, strategic management, and business ethics.

R. Edward Freeman, in a 1983 article in the California Management Review, is often associated with formulating stakeholder theory, although the roots of the theory are also attributed to discussions at the Stanford Research Institute. Sometimes referred to as Freeman's stakeholder

theory, it identifies and models stakeholder groups within a corporation, providing insights into managing their interests and determining their significance from the company's perspective. Increasing value for stakeholders is deemed pivotal for improving various aspects of the business.

Freeman's stakeholder theory is distinct from Milton Friedman's shareholder theory from the 1970s, as highlighted by Harrison and De Colle (2010). Stakeholder theory emphasizes the inclusion of various interested parties beyond shareholders, encompassing employees, customers, suppliers, communities, governmental bodies, political groups, trade associations, trade unions, and even competitors. Each of these groups can influence the company in diverse ways.

In the context of a construction project, stakeholders include employees responsible for planning and execution, suppliers providing raw materials and equipment, local customers benefiting from increased competition and product offerings, the community affected by economic benefits and potential environmental risks, and the government safeguarding interests through regulations.

Freeman's stakeholder theory draws from diverse fields such as strategic management, corporate planning, systems theory, organization theory, and corporate social responsibility. Ethicist Thomas Donaldson, in 1995, identified descriptive, instrumental, and normative approaches within stakeholder theory. The descriptive approach outlines the interests of organizations and stakeholders, providing a framework for understanding their relationship. The instrumental approach aims to increase value for stakeholders to achieve organizational goals. The normative approach asserts the intrinsic value of stakeholders, making it a necessity for projects and businesses.

In the present study, stakeholder theory proves valuable by demonstrating that a company's success hinges on delivering value to stakeholders beyond financial gains. This value can manifest in various forms, including improved organizational productivity. Stakeholder theory underscores the importance of recognizing and valuing employees, who, as stakeholders, contribute to increased productivity and customer loyalty.

2.3 Empirical Literature

Jiang (2014) conducted a study in China to explore the relationship between project management and project performance. The study aimed to analyze the management's role in project success, utilizing documentary review. The findings highlighted that although project planning factors often overlook leadership or management, they significantly influence project performance through various channels, including teamwork skills, management knowledge, and techniques applied with both team members and clients.

Fatima, Alyaa, and Abdul (2013) delved into change management and its contribution to project implementation success in Malaysia. Through documentary analysis, they identified a high rate of project failures, primarily attributed to poor project management. Rapid changes in daily circumstances posed challenges to creating dynamic organizations, emphasizing the need for effective management to ensure project implementation effectiveness. Change management emerged as crucial for enhancing project planning to address dynamic aspects and ensure organizational outcomes and sustainability.

Ofori (2013) explored project management practices and critical success factors in Ghana. The study, adopting an exploratory approach, utilized a survey method to assess project planning quality through management practices. The results indicated that factors such as top

management support, risk management avoidance, effective communication plans, clarity of project goals, and stakeholder involvement were critical for project success.

Karanja (2014) investigated the influence of management practices on the sustainability of youth income-generating projects in Kangema District, Kenya. The study focused on training, monitoring and evaluation, leadership, and financial management aspects concerning project sustainability. Findings emphasized the significance of sound budget planning and financial management, as well as appropriate tools, in ensuring the success of youth projects.

The discussion then shifts to the importance of project scope and project performance. Project planning, as emphasized by the International Federation of Red Cross and Red Crescent Societies (2011), involves the active involvement of program staff and management. Unfortunately, in Rwandan organizations, project planning is often pre-established by external consultants, sidelining program staff and management. The project scope, alongside cost and time, is identified as a core element in the project management triangle, setting boundaries and objectives crucial for successful project completion. Budget planning is another critical aspect discussed, with the project manager's primary goal being to complete the project on time, within budget, and meeting performance goals. Effective budgeting allows for the coordination of activities and accountability, contributing to overall efficiency. However, the study emphasizes that success should not solely be equated with meeting budget and schedule targets but also with meeting end-user needs. Communication planning is highlighted as a crucial factor in project performance, often overlooked or disordered in many projects. The project manager is responsible for developing a communication plan that addresses stakeholder information needs and defines a communication approach. Effective communication is found to be associated with project success, influencing team effectiveness in both traditional and virtual settings. In summary, these studies underscore the importance of various management practices, such as leadership, change management, project scope, budget planning, and communication planning, in influencing project performance and success. Each aspect contributes to a holistic understanding of how effective management can enhance project outcomes a sustainability.

3. Research methodology

3.1 Research Design

The study employed a quantitative approach, focusing on frequencies, percentages, mean, and standard deviation to analyze the data gathered from the Twigire Mumikino project of VSO in Rwanda.

3.2 Study Population

Target population of this study was 102 employees including monitoring and evaluation team, project implementers, management team and program and field officers working with Twigire mumikino project of VSO in Rwanda.

3.3 Sample Size and Sampling Technique

Due to a smaller number of populations, the sample size of this study was all 102 respondents from Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda.

3.4 Data Collection Instruments

There were various instruments of data collection that was used by the researcher to gather information from respondents from Twigire mumikino project of VSO. In this research, the questionnaire was distributed to the respondents, and composed by close end and open questions.

An interview guide helped to know what to ask about and in what order and it ensures a respondents or interviewees know about objectives of the research topic. During this study, the interview was addressed to top managers from Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda.

The secondary information about a phenomenon under study was accessed where the documents targeted are the available reports (secondary data).

3.5 Data Analysis and Interpretation

The data obtained from respondents were edited, coded, and make statistical tables using various methods in data processing. The SPSS IBM 23.0 version as a computer software of analysis was employed in analysis of data collected. Methods used to analyze data of this research were descriptive statistic method describing the frequency, and percentages, mean and standard deviation.

Statistical correlation is measured by what is called coefficient of correlation (r). Multiple Linear Regression Analysis was used in this study, and the models were like shadows: **X**= independent variable which is project planning while, **Y**= dependent variable which was performance of Twigire mumikino project of VSO. Therefore, the models were adopted to show relationships using equation econometric models as formulated:

$$y=f(x); Y= \beta_0+ \beta_1x_1+ \beta_2x_2+ \beta_3x_3+ \beta_4x_4 +\epsilon, \text{ where;}$$

x1: Project scope planning

x2: Human resources planning

x3: Budget planning

x4: Communication planning

β_0 : is the y-intercept

β_1 - β_4 : are the slopes of the line

ϵ : is an error term

4. Research findings

Data were gathered from 102 respondents who were responding the questionnaire. Findings indicated the participation rate of 100.0% of responding, and this allowed to continue the study with data editing, coding recording, classifying and make statistical tables as analyzed quantitatively using computer software of SPSS IBM 23.0 version.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.849	.842	.25081

a. Predictors: (Constant), Project Communication planning, Project scope planning, Project Human resource planning, Project Budget planning

Findings in model summary Table 1 explain whether the model is a good predictor or not. The results stated that project planning represented by project communication planning, project scope planning, project human resource planning, project budget planning has contributed R = .921^a for performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda as explained by r² of 0.849 indicating 84.9% in the model as positive and moderate, as the independent variable moderately explained the dependent variable (i.e., performance of Twigire mumikino project implemented by VSO in Nyamasheke District) and show that the model is a good prediction.

The findings are consistent with emphasis of Kerzner (2017) on project planning. The model shows that effective project planning, encompassing communication, scope, human resources,

and budget, significantly influences Twigire mumikino project performance. The positive correlation ($R=0.679$) and a significant explanatory power ($r^2=0.461$) align with Kerzner's perspective, reinforcing the crucial role of comprehensive project planning in ensuring success, as observed in the implementation of Twigire mumikino project in Nyamasheke District, Rwanda.

Table 2: ANOVA (Analysis of Variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34.196	4	8.549	135.900	.000 ^b
	Residual	6.102	97	.063		
	Total	40.298	101			

a. Dependent Variable: Performance of Twigire mumikino project implemented by VSO

b. Predictors: (Constant), Project Communication planning, Project scope planning, Project Human resource planning, Project Budget planning

Results in table 2 discovered that the level of significance was 0.000^(b); this indicates that the regression model is significant in predicting relationship between project planning and Performance of Twigire mumikino project implemented by VSO. The findings showed level of f-test model is 135.900 which is positive with p-value of 0.000^b less than both standard significance levels of 0.05. This means that, study has retained all alternative hypothesis stated that Ha1 said that there is a significant effect of project scope planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda; Ha2 stated that there is a significant effect of human resources planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda; Ha3 said that there is a significant effect of budget planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda; and Ha4 said that there is a significant effect of communication planning on Performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda.

The findings are supported by the emphasis of Schwalbe (2018) that project planning plays a crucial role in determining the success of initiatives. The study's results align with Schwalbe's perspective, reinforcing the significance of project planning components such as scope planning, human resources planning, budget planning, and communication planning in enhancing the performance of projects like Twigire mumikino implemented by VSO in Nyamasheke District, Rwanda.

Table 3: Regression Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.193	.148		1.310	.193
Project scope planning	.255	.062	.275	4.093	.000
Project Human resource planning	.172	.063	.183	2.707	.008
Project Budget planning	.293	.097	.307	3.035	.003
Project Communication planning	.265	.094	.271	2.825	.006

a. Dependent Variable: Performance of Twigire mumikino project implemented by VSO

Table 3 presents the coefficients for the regression model predicting Performance of Twigire mumikino project implemented by VSO based on the predictors Project scope planning, Project Human resource planning, Project Budget planning, and Project Communication planning. The independent variables are different aspects related to project planning and execution. Constant (Intercept) present Unstandardized Coefficient (B) is 0.193 and Standard Error is 0.148. This represents the estimated intercept or baseline value of the dependent variable when all independent variables are zero. In this context, it indicates that the project's performance is expected to be around 0.193 when all other factors are zero. Project scope planning presented Unstandardized Coefficient (B) which is 0.255. This variable's coefficient indicates that for a one-unit increase in project scope planning, the dependent variable (performance of Twigire mumikino project implemented by VSO) is expected to increase by 0.255 units. Project Human Resource Planning show an unstandardized Coefficient (B) is 0.172.

The coefficient indicates that a one-unit increase in human resource planning is associated with an increase of .172 units in the performance of Twigire mumikino project implemented by VSO. Project Budget Planning presents Unstandardized Coefficient (B) is 0.293. Similar to the previous variable, a one-unit increase in budget planning is associated with a 0.293 unit increase in the performance of Twigire mumikino project implemented by VSO. Project Communication Planning shows Unstandardized Coefficient (B) which is 0.265. A one-unit increase in communication planning is associated with a 0.265 unit increase in the performance of Twigire mumikino project implemented by VSO. However, Project Scope Planning, Project Human Resource Planning, Project Budget Planning, and Project Communication Planning all exhibit p-values less than 0.05, indicating statistical significance. These results indicate that each aspect of project planning significantly influences the performance of Twigire Mumikino project, providing empirical support for the importance of comprehensive planning strategies in achieving successful project outcomes.

Also, the "t-value" in regression analysis measures the significance of each independent variable's impact on the dependent variable. Larger absolute t-values generally indicate greater significance. A higher t-value for Project Scope Planning ($t = 4.093$) indicates that the effect of Project Scope Planning on the performance of Twigire Mumikino project is statistically significant. Similarly, Project Budget Planning ($t = 3.035$), Project Communication Planning ($t = 2.825$), and Project Human Resource Planning ($t = 2.707$) all have t-values indicating significant effects.

The findings align with the emphasis of Robert K. Wysocki (2021) regarding project planning. Wysocki's observations indicates the important role of project planning as a management tool with broad applications across industries. This alignment is particularly evident in the case of the Twigire Mumikino project, where deficient project planning has led to challenges across various management areas. The identified variables, such as project scope, human resource, budget planning, and communication planning, further reinforce the nuanced nature of project planning and its differential impact on project performance.

Table 4: Hypotheses results

Hypotheses	P Value	Comment
Ha1: There is a significant effect of project scope planning on Performance of Twigire mumikino project implemented by Voluntary Service Overseas (VSO) in Nyamasheke District, Rwanda	P=0.000<0.05	Accepted
Ha2: There is a significant effect of human resources planning on Performance of Twigire mumikino project implemented by Voluntary Service Overseas (VSO) in Nyamasheke District, Rwanda.	P=0.008<0.05	Accepted
Ha3: There is a significant effect of budget planning on Performance of Twigire mumikino project implemented by Voluntary Service Overseas (VSO) in Nyamasheke District, Rwanda.	P=0.003<0.05	Accepted
Ha4: There is a significant effect of communication planning on Performance of Twigire mumikino project implemented by Voluntary Service Overseas (VSO) in Nyamasheke District, Rwanda.	P=0.006<0.05	Accepted

The findings from hypothesis testing, as presented in Table 4, presents positive and statistically significant effects of various project planning practices on the performance of Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda.

All hypotheses were supported as the p-values were less than the significance level of 0.05, indicating a significant effect of the respective planning factors (project scope planning, human resources planning, budget planning, and communication planning) on the performance of Twigire Mumikino project by VSO in Nyamasheke District, Rwanda.

5. Conclusion

The study demonstrates a significant and positive effect of various project planning aspects (project scope planning, project human resource planning, project budget planning, and project communication planning) on the performance of the Twigire mumikino project implemented by VSO in Nyamasheke District, Rwanda. The Pearson correlation coefficients and statistical significance levels indicate moderate to strong correlations for each planning factor. Individually, project scope planning, project human resource planning, project budget planning, and project communication planning significantly contribute to the project's performance, with project communication planning showing the strongest impact, followed by project budget planning, project human resource planning, and project scope planning. The collective contribution of these planning factors explains 84.9% of the variation in project performance, indicating a strong predictive value.

The F-test results further confirm the significance of these planning factors in relation to project performance. The regression analysis highlights the positive and significant effects of changes in each planning aspect on project performance, emphasizing the potential for tangible improvements in the Twigire mumikino project's performance through enhanced planning. All hypotheses were supported as the p-values were less than the significance level of 0.05, indicating a significant effect of the respective planning factors (project scope planning, human resources planning, budget planning, and communication planning) on the performance of Twigire Mumikino project by Voluntary Service Overseas (VSO) in Nyamasheke District, Rwanda.

6. Recommendations

Based on the finding, some recommendations for improvement based on these findings:

It is recommended that VSO in Nyamasheke District, Rwanda should place a strong emphasis on comprehensive project planning. This includes project scope planning, human resource planning, budget planning, and communication planning. The findings indicate that these planning aspects have a significant positive impact on project performance. Therefore, VSO should ensure that these elements are given due attention in the planning process.

VSO should focus on optimizing their human resource planning processes. This involves ensuring that the right skills and personnel are available, adequately trained, and effectively utilized for the Twigire mumikino projects.

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