IMPACT OF PROJECT PLANNING PRACTICES ON PROJECT PERFORMANCE.A CASE OF ABADAHIGWA PROJECT FUNDED BY BDF IN MUSANZE DISTRICT (2017 – 2019)

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ABSTRACT

The purpose of this study was to assess "impact of project planning practices on project performance. A case of ABADAHIGWA project funded by BDF in Musanze District. ; Period of the study: 2017-2019. The general objective of this study was to assess the results of Project planning practices on project performance. Specific objectives were to determine the results of human resources planning practices on ABADAHIGWA project; to analyze the effects of financial resource planning practices on the ABADAHIGWA project and to analyze the effects of material; time resource planning practices for timely implementation of ABADAHIGWA project and to provide the moderating effect of policy, regulations and economic conditions on the success of ADADAHIGWA project. The study used interviews, questionnaire, and documentary methods to correct data. The sample size of 87 respondents was taken purposively and randomly from 174 all ABADAHIGWA project stakeholders in Musanze District. Both qualitative and quantitative data were employed. Questionnaire was used in order to collect primary quantitative data. Focused group discussion in-depth interview guide was used to collect qualitative data. Quantitative data was analyzed using SPSS version16.0.Narratives of themes and sub themes was used to analyze qualitative data. Information from primary data was presented by using tables. Ethical issues was sorted out from the Musanze district administration to carry out the research with ABADAHIGWA project members while University of Kigali authorized the author through a signed letter to enable the research to be carried out. An informed consent form was given to each participant to sign before participation in this research. The study revealed that 50.6% of respondents were male while 49.4 % of respondents were female.19.5 % of respondents were in the age range of 21-30 years, 36.8 % of respondents were in the age of 31-40 years31.0 % of participants were in the age of 41-50 years, 12.6 % of participants were in the age of 50 years - and above. The general objective of this study was to assess the effects of Project planning practices on project performance and statistically it revealed that it contributed 88 % on project performance. Specific objectives were to determine the results of human resources planning practices on ABADAHIGWA project service quality where it revealed that human resource planning contributed to 75 % , to analyze the results of financial resource-planning practices on the ABADAHIGWA project and finally it was found out that Financial-resource planning-practices contributed 61% on project performance and to analyze the effects of Material and time resource-planning-practices for timely implementation of ABADAHIGWA project.

The study concluded that ABADAHIGWA project had to enhance the members capabilities in project planning and follow up, and BDF should make the deep follow up on whom they had given funds. As recommendation, BDF should train and equip the workforce with vital skills and attitude.

Key words: *Project Planning, Project Performance*

INTRODUCTION

Planning remain the cornerstone of project performance either governmental or nongovernmental projects. Project planning , is a form of operation planning , whereby the uninterrupted steps to implement the project activities are carefully mapped out , based on an analysis of relevant information and linked to the where the project takes place and how it should be contributing. fundamentally , project-planning entails setting the scope , purpose and objectives of a project .Methodology, roles, and duties of individuals engaged, as well as an estimate of project duration and cost (Fine *et al.,* 2012). Poor project-planning has already been linked to wastage in emerging economies by [(Whittaker 1999), (Dvir, Raz, and Shenhar 2003) and others]. Whittaker (1999) identified three typical causative factors collapse while studying the components that influence the project's result. The first explanation is because the project was not well planned, either because there was no plan or the plan was inadequate. Additionally, research by Aladwani (2002) and Dvir, Raz and Shenhar (2003) found a link between the quality of project planning and project outcomes. Their results indicated that The quality of a project's execution is closely linked to its planning efforts. Although their studies have considered many factors that influence project outcomes, but planning was mentioned as an important factor for project success (Baay*et al.*(2014),

Worldwide Project performance criteria has evolved from simple quantifiable time, scope, and cost measurements which are primarily linked to project efficiency to measures that have a longer term standpoint directly linked to effectiveness and organizations impact (Bryde, 2005; Muller, 2016). Pinto and Prescot (1988) propose identification of critical success factors at the beginning of the project and the same incorporated timely across the project lifecycle. To reduce the subjectivity of the definition of project success, it's important that the project stakeholders develop a clear perceptive of the same before the project is started. The triple-constraint of time, cost, and quality as a measure of project success has been accepted worldwide by project management authors, with Baker et al. (1974) adding on to this triple-constraint the factor of client contentment. Other writers have improved on these criteria by including strategic objectives of the project, the satisfaction of beneficiaries, and of other stakeholders (Ika, 2009, Baccarini, 1999; Lim & Mohamed, 1999; Shenhar, Levy &Dvir, 1997).

After sixty years the African countries independence, many African countries have seen their economies overhauled by those of countries that were inferior in the 1960s. Ghana and South-Korea had a virtually identical per capita income in 1957 (US$490). Just 30 years ago, China languished in the back several African nations, such Malawi, Burundi, and Burkina-Faso, on a per capita basis. Yet, just about US$1 trillion of support has been transferred to Africa since the 1940s (Moyo, 2009).What was behind of the Africans country to remain at the back is poor planning and from that poor management comes up.

Rwanda for vital social economy brought in BDF on the target of promoting SMEs(small and medium enterprises) , BDF started in 2011 as a wholly owned subsidiary of the Development Bank of Rwanda (BRD), it had the purpose of assisting SMEs to get financial means , especially to the ones who did not have enough collateral to obtain credit from traditional financial institutions at reasonable rates. The country's high population growth rate makes structural and inclusive transformation particularly urgent to create non-agricultural and higher-productivity jobs for one of the fastest growing labor forces in the world (Fine *et al*., 2012).

To assist small firms in obtaining credit, BDF offers credit warranties as part of its position as a promoter of cost-effective alternative financing options. Not only giving them financial access, even it has to help them is financial advisors in their businesses for better profitability. First and foremost, it had a goal of being the go-to source for small and medium-sized businesses (SMEs) in need of access to financing and business advice. When it was first established, its goal was to promote the growth of small and medium-sized enterprises (SMEs) via the provision of financial services and to improve the lending mechanism of financial institutions. To make it easier for small businesses and other special groups to get financing, develop a method. SME and PFI involvement may be made easy by tailoring the circumstances and needs. Small and medium-sized enterprises (SMEs) should be able to access a wider range of services and components. Lastly, we must provide financial solutions that are tailored to meet the specific requirements of small and medium-sized businesses. (Baay*et al*., 2014)

Therefore, systematic improvement in project-planning is needed to enhance the success of project outcome. In addition, identifying the main-problem areas in project-planning activities and taking appropriate action is required. Since the survey is concerns, few or no research has been done in the state in this sake, this survey is thus undertaken to fil-in, by focusing more on the influences of project-planning on project-success. To analyze and study the effects of project-planning on project-success and to provide the main project planning problem areas in the government data were gathered out of the executed projects. After analysis and identifying the problem areas of project planning in Rwanda this research recommended the essential information, activities, and procedures in a systematic way to improve the problem of project planning in the county(NISR, 2012)

Objectives of the study
The general-objective of the studied was to analyze the impact of project-planning-practices on the ABADAHIGWA Project Performance funded by BDF.

Specific Objectives
The specific objectives achieved the following;

- To provide the result of Human-resource-planning practices used on the success of ABADAHIGWA project,
- To understand the financial resource planning practices on the successfulness of ADADAHIGWA project
- To give the outcomes-of working-capital-management on the success of ADADAHIGWA project
- To provide the moderating results of policy, regulations and economic conditions on the success of ADADAHIGWA project.

Problem Statement
The big number of project managers uses most of their-moment figuring out how to achieve the objectives-of the projects they are carrying out. Unfortunately, few of these projects in Rwanda had been failed. The main challenge experienced in this fail is project planning practices. Majority of the project managers concentrate their financial and time resources in handling the immediate problems thus unable to anticipate-and-prepare for the following-challenges.

A survey by Pearce and Robinson (2013) on influence of project-planning on projects performance found-out that there's a +ve

correlation among project-planning and project-success and the investigation urged that projects should plan for projects planning to insure that they get an edge over competitors' as well enabling survival in the end. Time spend on planning helps increase probability of success for the project while lessening risks-associated with the project (Wang & Gibson, 2012).

There is insufficient of pragmatic studies on the outcomes of project-planning practices on project-success in Rwanda. while I was doing this research I found-out that the Abadahigwa project were much in need to understand what's project-planning and how it could be conducted , the great gap which I discovered is, no respect of triple constraint (constraints of time, cost, quality), as they follow how these three items are inter connected , the project was performing well in few years, several plans on how the project can perform but less than 10 projects have been actualized. Contestations, redundancy of tasks, continuous planning and grandstanding by actors are undergoing the process of an effective traffic flow, functional mass transit network in Nairobi and badly designed infrastructures. This study required to overpass this gap by determining effects of project planning practices on ABADAHIGWA projects performance in Musanze District County, Rwanda .

LITERATURE REVIEW

Theoretical literature review

Theory-of-Constraints (TOC)
Goldratt (1984) developed the Theory-of-Constraints which is a project management philosophy that says that the strength of any chain, either a process or a system, is only-as excellent as its weakest-link. It helps industry in achieving their goals by providing a device to gain better control of their initiatives.

After finding all courses of project fail we have discovered that, the issue is the low respect of triple-constraints, that why is

a crucial point, to respect the triple constraint.

TOC is a systematic approach for determining and addressing obstacles that impede a system's success. Performance assessment methods, logical thinking processes, and logistics all fall under the TOC umbrella. To learn information, we follow some phases in the TOC logical thinking process that incorporate cause-and-effect, experience, and intuition. The theory, addresses dependent variable, project performance. For any project to perform there's a need to diminish the constraints that can otherwise reduce the quality and quantity of the product and services delivered. The theory points out the requirement for project-management to spot project constraints that can limit the project-performance and tries to give direct approaches on how to address the constraints. This study augured its discussion on this theory since it checks on issues that can limit project performance.

Theory of Change
Theory of Change rose during the 1990s at the Aspen-Institute-Roundtable on Community-Change to model and assesses in-depth network activities. remarkable methodologists, for example, Michael-Quinn-Patton, Huey Chen, Heléne Clark, Carol Weiss and Peter Rossi, had been considering the practice of program-theories to assessment since 1980. The Roundtable's initial work centered approximately working through the difficulties of assessing compound network activities. This theory gives a definition of all phases concerned to provide in a given long-term goal (Harris 2005).

Theory-of-Change is an inclusive illustration-and-description of how-and-why a change that is desired is predictable to happen in a context (Andersen, 1996Bridges the "missing middle" in what a change or program effort does and how it accomplishes its desired outcomes, referred-to as "the missing link" (Chizea, 2002).This theory is applicable, it supports construction firms to first identify the preferred long-term project/goals performance and then strive to make out all the

conditions (outcomes) that ought to take place (Mintzberg& Waters 1996).

Theory of project-Management

Koskela& Howell (2002) came-up with Management-theory of project-management which states management practices are composed of three sub sections which are planning theory, Theory of execution and control Theory. The planning theory conceptualized that in planning a project, there's an administrative section and an effect or part which highly focuses on human activity as innately situated. In general, preparing functions as an organizational event that management employs as a technique to combine all the essential resources (inputs: labor, materials, time and money) (inputs: manpower, materials, time-and-money).

According to (Koskela& Howell, 2002), the theory-of-execution asserts that administratively, execution's about transmitting responsibility to work-stations and this is also regarded as the classical communication theory. However, for execution to be productive, the classical communication theory must be harmonized with the language/action perspective the vice used in communicating the tasks dispatched to work stations must be entirely comprehensive to the operatives. The operators must be capable of expressing their skills of the instructions given via feedback systems, allowing the program's objectives to be met. Performing the tasks outlined in the project-scope.

Both a "most at" and "scientific" type of control may be found in the theory-of-control (Koskela& Howell, 2002). It is most commonly understood that there's a production phase to regulate, a unit for monitoring success, a standard of achievement and a controlling unit. However, the scientific experimental model-of-control advocated by Shewhart-and-Deming (1983) cited in Koskela and Howell (2002) has a focus on identify the source of wrongs and responding on those reasons, rather than modifying the level of performance to achieve predetermined goals in the case. Learning is

included into the scientific method of conducting tests (Koskela& Howell, 2002). Project-management entails monitoring progress, seeing problems, and figuring out how to fix them as they arise. The learning procedure is an avenue needed by contractors to improve on their project performance.

Empirical review

Human-resource-planning practice is the processes required to be sure-that the program organization is established in a way that provides the project with good conditions to succeed. Major processes in human-resource-management are human resource planning, need project-team, develop-and-manage project-team (PMBOK, 2004). Koontz and O'Donnell define planning as making decisions about how, when and who was carried out a task in beforehand. Go from where we're at to where we like being, we need to strategize. In other words, it makes it feasible for things that would not otherwise be feasible.

Theo Haimann defines planning as the process of identifying ahead of time what has to be done. Managers must first decide on the organization's objectives before using several techniques at their disposal. Planned action is a mental undertaking. It's a test of concentration. It's a how looking forward and making preparations for the future.

The capacity to foresee, influence, and govern the change is of the executive activity of preparation. For Hart, planning's "Determination ahead of a line of action through which stated goals need to be fulfilled."

The company's monetary-success may be better controlled with this review, which takes into account both historical data and forecasts for the future. The first-step in the strategic-planning-process is to answer the questions "Where are we?" and "What do we have to work with?" Examination of recent history and changing contexts both internal-external of the state, program, project or Participants may evaluate their functions as part-of the sub-program. An important

part of addressing the problem-of what we have-to work with is evaluating our assets and figuring out how to make the most of what we've. Addressing the question "Where do we want to be?" is the next phase in the process. Because the vision is based on the shared values of all those engaged, it is critical that everyone who has a stake in its realization participate in this phase. For projects, the vision is then translated into a mission statement: a broad, comprehensive.

Statement-purpose of the agency or program. States and communities might't have mission statements, as they may have multiple purposes. Planned missions should be fall into many sub-missions if they are too broad to include all of the organization's aims (Erica, 2013).

Formalizing the desired outcomes is the next phase in the preparation procedure. It's crucial understanding what the state, agency, or program's long-term well-being objectives are to plan for them. The government-of Rwanda, Vision, for example, has set the aim that all children and families in Rwanda would be healthy by the year 2010. (2020). To win their aims, planners must first articulate their vision and identify their objectives. In this phase, you'll come up with a plan for getting things done. In developing a strategy, it's important to remember the organization's own strengths and shortcomings. It's crucial to remember-that a tiny workplace may be both a strength and a weakness. For ex, a strategy that requires few human resources but requires quick transmission of information across the business might be possible because-of the scale of the organization. Identifying viable methods requires an understanding-of one's strengths and shortcomings. Schilder, please (1997).

The construction of an RBA system must consider how goals are measured. In some strategic planning procedures, this subject is addressed, while in others, it is left out entirely. The process of assessing progress toward a goal necessitates the formulation of specific goals, metrics, and benchmarks. Children, families, and communities can't thrive if we don't first create the short-term

circumstances that were result in long health. Measurable metrics of progression are known as indicators, and they give a quantitative evaluation of desired well-being circumstances. It is possible to measure and track the progress of a goal over a certain period of time. science (2021).

Inflation-induced increases in the cost-of holding inventory were largely responsible numerous JIT's cost benefits. As cited in Plenert and Best, (1986), (1993). However, if we follow the fundamental tenets of MRP, we can limit our schedule to simply the materials required and the times at which those items are required. (1990), Ritzman et al (1984).In project-planning development-process the project defines the "VMOSA;" that is, its Vision-Mission-Objectives-Strategies, and Action-Plans. The VMOSA process grounds the project dreams. It makes great ideas possible by laying out what needs to happen to reach the vision. VMOSA helps the project to target on the shortterm goals while keeping sight of the long-term-vision and mission (Nagy and Fawcett 2011).

For strengths-weaknesses-opportunities, and threats analysis (SWOT), the project should pay-attention on the principle of „keep it simple". Limit some major strategic issues to half a dozen each (strengths-and-weaknesses, threats-opportunities) otherwise the corporate project planning process became a backbone process of delving into operational planning, in which the team attempted to attend to every small detail and therefore miss the whole purpose of corporate project planning. However, control of an industry's internal-and-external surroundings for the detection of early signals of opportunities and risks that could impact its present and future goals.

The relationship between Project planning-practices and project-performance

An important relationship exists within Project-Planning and Project-performance, whereby each member of a project-team has their own unique goals in mind and are realized. Among the following is a variety-of "Project-performance" dentitions: The project's performance is referred-to as

exceeding expectations in terms-of cost, schedule, quality, security, and member satisfaction (Ashley et al., 1987). There's a high degree of general satisfaction with the project's outcome among key members of its parent organization, members of the project-team, and the project's most important clients or customers when it satisfies the specialized execution specification or fulfills a possible mission (de Wit, 1988). The degree to which a particular project member's goals and aspirations are realized is a measure of success. Additionally, they noted that these goals and aspirations might have a wide-range of ramifications, such as professional, financial, educational, social, and even interpersonal. A study-by Sanvido et al. (1992).

A lot of surveys have showed that expecting project success has a beneficial influence (Murphy et al., 1974; Rothwell et al., 1974). The procedure of planning through what's more, making clear the targets-objectives, and procedures important to bring the project through its lifecycle to a successful end when the project's item, management, or process assumes its valid position in the execution-of project administrator methodologies (Cleland & Ireland, 2006, p. 265). a mixture of experts had explored expanded potentials that impact of anticipating project success. (Zwikael et al. 2014) The project-success may be greatly influenced by the planning-assessment of the appropriate project-lifecycle (Rahrovani, Chan, &Pinsonneault, 2014). In light of the thisresearch, we may form a preliminary hypothesis. To enhance project's success, it's vital to do thorough planning before beginning any work on it. A project's viability may be explained as the level to which it meets its stated goals. It is (Galvin, Sullivan, and Williams, 2014)The project-yield may be influenced by decisions made throughout the planning process (Arditi, 1985; Clayton, 1989; Syalet al., 1992). Prototypes, administrations, internal operations, and hierarchical plans may all benefit

from Project Planning (Nutt, 1982; Nutt, 1983). From numerous creators, a program is a worthwhile Endeavour, a unique undertaking that hasn't been attempted in recent memory. It is exceedingly difficult or even impossible to know precisely at the fundamental planning stage what each exercise is and what the project's cost and duration limits are, to complete the project (Andersen, 1996).
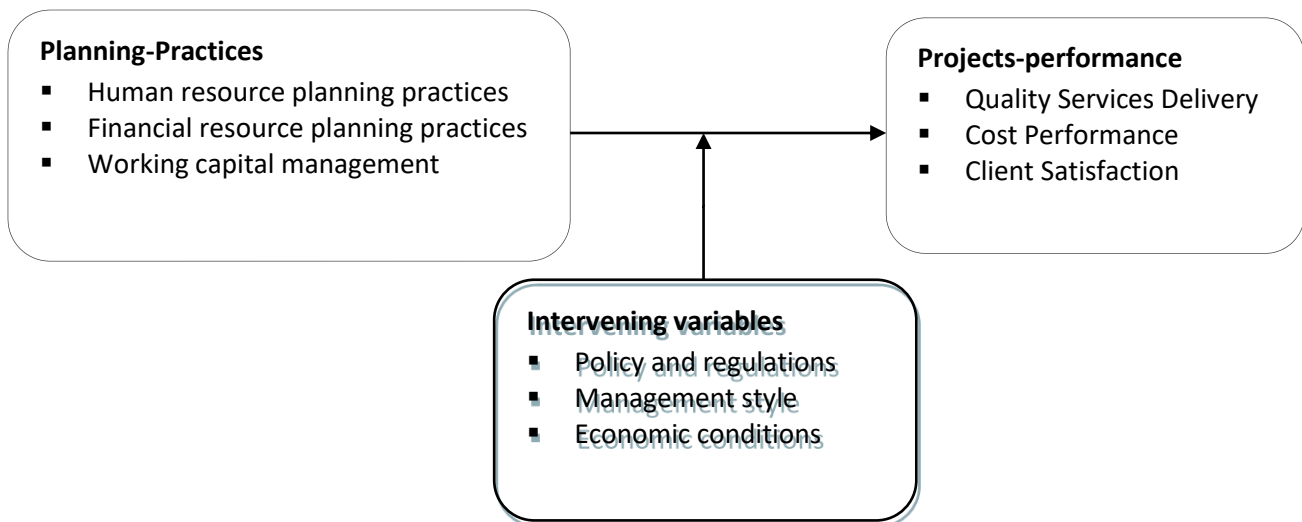
For researchers, meeting or exceeding expectations of project sponsors is the major goal of project management. Typically, Kress, these expectations are articulated in 1 of 3 ways (1994).

- Quality: The project meets or exceeds expectations through output and quality. For the projected expenditure, the project delivers the intended results.

- Timeline: The project-completed on schedule and to the client's satisfaction. Kress (1994) says that projects should develop to fulfill the demands-of the client-in all three areas.

However, many forces intervene and try to push projects off course. It is therefore essential to manage effectively the projects through proper planning, scheduling and control as project requires a heavy investment and is associated with risks and uncertainties, Telsang, (2005).

Conceptual framework
Conceptual framework is a set of outside ideas used to explain the relationship between the independent variables (factors) and the dependent variables (outcome) (Kothari, 2004). It is a schematic presentation which identifies the variables that when put together explain the issue of concern (Mugenda & Mugenda, 2013). The conceptual framework assesses how planning practices as independent variable has an impact on project performance as dependent variable.

Planning-Practices
- Human resource planning practices
- Financial resource planning practices
- Working capital management

Projects-performance
- Quality Services Delivery
- Cost Performance
- Client Satisfaction

Intervening variables
- Policy and regulations
- Management style
- Economic conditions

Independent-variable   Dependent-variable

Figure 1: Concept Framework

From the figure 1: above, the independent-variable is planning practices which includes The Human resource planning practices, Financial resource planning practices, working capital management practices then dependent-variable is the project - performance funded by BDF Musanze branch which include. Quality Services Delivery, Cost Performance, Client Satisfaction lastly The intervening variables include Policy and regulations, Management style and eeconomic conditions .

METHODOLOGY

According to Tirhekar (2013), methodology is the systematic, theoretical-analysis of the methods applied to a field of study, or the theoretical-analysis of the main part-of methods and principles-associated with a branch of skills. This research adopted a descriptive-survey research-design. Emphasis is provided to the research-design; source of data, instruments of the info collection, the population, sampling-technique, sample-size, and data-processing and needed for data analysis.

FINDINGS

The aim-of this part was to learn what the respondents thought about the facilitate project-

planning on ABADAHIGWA Project-performance. Project-planning procedures utilized by the ABADAHIGWA Project were also evaluated, and the indicators of project-performance in the ABADAHIGWA Project-analyzed, and the relation within project-planning and project-performance was established in this part. In addition, this part included a breakdown of the study's results, and an explanation-of how the info collected. The outcomes were in form-of descriptive statistics (Mean and Standard deviation). The info-collected was on a five point Likert-scale-of 1-5 where Strongly agree=1; Agree= 2; Undecided=3; Disagree=4; and Strongly disagree.

Human-resource-planning-practices

The 1st objective was to evaluate the results-of Human-resource planning-practices used on the Abadahigwa project-performance, Musanze branch. To succeed, the participants were required to mention their level-of agreement on the statement linked-to the results-of Human-resource planning-practices used on the performance-of Abadahigwa project, Musanze branch. Responses was summarized using mean ($\bar{x}$) and standard deviations (δ)

Table 1: Human-resource planning-practices

Human-resource planning-practices and Abadahigwa Project-performance	N	Mean	Std. Deviation
Huma- resource planning-practices affect the project income	87	1.8506	.93422
Human-resource planning-practices is effective in project-performance	87	1.7126	.92646
Human-resource planning-practices helps in project continuity	87	1.7356	.84165
Human-resource planning-practices confirm the project-performance	87	1.7011	.89071
Human-resource planning-practices contribute the project quick development	87	1.4368	.62322
Human-resource planning-practices helps in project M and E	87	1.8621	.96656
Human-resource planning-practices reduce project risk	87	1.7701	.85862
Human-resource planning-practices is important	87	1.7701	.92386
Do Human-resource-planning practices as it should be done	87	1.7701	.77311
Human-resource planning-practices show accuracy and reliability facilitate in WBS	87	1.7931	.86452
Valid N (listwise)	87		

The findings-from table 1 showed the participants strongly agreed with statement that Human-resource-planning practices affect the project income as indicated by ($\bar{x}$ =1.8506, δ=0.93422), Human-resource-planning practices contribute the project quick development as indicated by ($\bar{x}$ =1.9195, δ=0.62322), Human-resource-planning practices affect the project income as indicated by ($\bar{x}$ =1.8506, δ=0.93422), Human-resource-planning practices show accuracy and reliability facilitate in WBS as indicated by ($\bar{x}$ =1.7931, δ=0.86452).Human-resource-planning practices as it should be done as indicated by ($\bar{x}$ =, 1.7701δ=0. 77311Human-resource-planning practices is important as indicated by ($\bar{x}$ =1.7701, δ=0. .92386Human-resource-planning practices reduce project risk as indicated by ($\bar{x}$ =1.7701, δ=0.85862) Human-resource-planning practices helps in project M and E as indicated by ($\bar{x}$ =1.8621, δ=0.96656).Human-resource-planning practices confirm the performance of the project as indicated by ($\bar{x}$ =1.7011, δ=0. 89071). This implied that Human-resource-planning practices plays a very big role in project-performance in many ways. This confirms what was stated by Koontz and O' Donnell that human-resource is the main pillar in project-performance (PMBOK, 2004) p 230.

This was highlighted by HRM of ABADAHIGWA Project who declared that it had been tremendous time to him when he attended the human-resource training and it had been helpful to him as he learned how locating the cooperative members for better productivity in the cooperative. The same interviewee added that the trainings received helped him in conflicts resolution while before attending the training, it was very complicated to handle the internal conflicts.

Financial resource planning practices

The 2nd objective was to give the financial-resource planning-practices on the ADADAHIGWA project-success, Musanze branch. To succeed, the participants required to mention their level-of agreement on the statement related to analysis of the financial-resource planning-practices on the success-of ADADAHIGWA, Musanze branch. Responses was summarized using mean ($\bar{x}$) and standard-deviations (δ).

Table 2: Financia- resource planning-practices

Financial-resource planning-practices and abadahigwa project performance	N	Mean	Std. Deviation
Financial-resource planning-practices is the vital step for project-performance	87	1.8276	.73464
Financial-resource planning-practices helps in planning and predict the future	87	1.8851	.85488
Financial-resource-planning practices allows to expand much better control over project financial-performance	87	1.6322	.92905
Financial-resource planning-practices is applied in abadahigwa project	87	1.8621	.90441
There is deep understanding on Financial-resource-planning practices	87	1.9080	.75686
There is a great contribution of Financial-resource planning-practices on project performance	87	1.8621	.83767
Financial-resource planning-practices is used on Field control	87	1.9080	.87114
Financial-resource planning-practices show accuracy and reliability	87	1.8506	.86976
Financial-resource planning-practices helps on WBS	87	1.8736	1.02077
There is a contribution of Financial-resource planning-practices on taking financial decisions	87	1.9770	.86235
Valid N (listwise)	87		

The findings from table 2 showed the respondents strongly agreed with statement that Financial-resource planning-practices is the vital step for project-performance as indicated by ($\overline{x}$ =1.8276, δ=0.73464), Financial-resource planning-practices helps in planning and predict the future as indicated by ($\overline{x}$ =1.8851, δ=0.85488), Financial-resource planning-practices allows to expand much better control over project financial performance as indicated by ($\overline{x}$ =1.6322, δ=0.92905), Financial-resource planning-practices is applied in Abadahigwa project as indicated by ($\overline{x}$ =1.8621, δ=0.90441).There is deep understanding Financial-resource planning-practices indicated by ($\overline{x}$ =,1.9080, δ=0.75686)There is a great contribution of Financial-resource planning-practices on project performance as indicated by ($\overline{x}$ =1.8621, δ=0.83767), Financial-resource planning-practices is used on Field control as indicated by ($\overline{x}$ =1.9080, δ=0.87114) Financial-resource planning-practices show accuracy and reliability as indicated by ($\overline{x}$ =1.8506, δ=0.86976). Financial-resource planning-practices helps on WBS as indicated by ($\overline{x}$ =1.8736, δ=1.02077).There is a contribution of Financial-resource planning-practices on taking financial decisions as indicated by ($\overline{x}$ =1.9770, δ=0.86235) .This implied Financial-resource planning-practices play a very big role in project-performance in many ways. This was supported by Erica Olsen, (2013).

Explaining how project or sub-program allows participants to assess current positions. In order-to correct the issue-of the one we have to deal-with, we ought to analyze our strengths and weaknesses and decide how to maximize our strengths.

When I was conducting my research through questionnaires, when I was asking the one-of the project members his name is Direct of Administration and Finance (DAF) , about how Financial-resource planning-practices helped a lot in the project , for the project members they were not aware about Financial-resource planning-practices, but after meeting with BDF / Musanze Blanche , they acquired the skills about Financial-resource planning-practices , and it helped in financial management , and now they are using money which had been planned for .

Working-Capital-Management

The third objective was to identify the impacts-of working-capital-management on the success-of ADADAHIGWA project, Musanze branch. To succeed, the interviewees were required to mention their level-of agreement on the statement related to the effect of working capital management on project the performance of ADADAHIGWA project, Musanze branch. Responses was summarized using mean ($\overline{x}$)and standard-deviations (δ)

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Table3: Working-Capital-Management

Working-capital-management	N	Mean	Std. Deviation
Working-capital-management contribute on project-performance	87	1.9195	.82432
Working-capital-management makes easy project implementation	87	1.9540	.95123
Working-capital-management makes easy project growth	87	1.9195	.83830
Working-capital-management means a lot on project feasibility	87	1.8391	.88756
The degree of Working-capital-management contribute on project ending on time	87	1.9310	.92502
Working-capital-management contribute on project profitability	87	2.0115	.99410
Working-capital-management is significance in the management of returns on investment	87	1.8506	.92169
Working-capital-management is not complicated	87	1.8161	.89610
The project members ,There is good understanding on Working-capital-management	87	1.8966	.90264
There is a great contribution Working-capital-management on project-performance	87	1.7931	.92934
Valid N (listwise)	87		

The outcomes from table 3 showed the respondents strongly agreed with statement that Working capital management contribute on project-performance as indicated by ($\bar{x}$ =1.9195, δ=0. 82432Working-capital-management makes easy project-implementation as indicated by ($\bar{x}$ =1.9540, δ=0.95123), Working-capital-management makes easy project growth as indicated by ($\bar{x}$ =1.9195, δ=0.83830), Working-capital-management means a lot on project feasibility as indicated by ($\bar{x}$ =1.8621, δ=0.88756The degree of Working-capital-management contribute on project ending on time as indicated by ($\bar{x}$ =,1.9310, δ=0..92502)Working-capital-management

contribute on project profitability as indicated by ($\bar{x}$ =2.0115, δ=0. .99410), Working-capital-management is significance in the management-of returns on investment as indicated by ($\bar{x}$ =1.8506, δ=0.89610 Working-capital-management is not complicated as indicated by ($\bar{x}$ =1.8161, δ=0.86976). The project members, There is good understanding Working-capital-management as indicated by ($\bar{x}$ =1.8966, δ=0.90264). There's a

great contribution-of Working-capital-management on project-performance as indicated by ($\bar{x}$ =1.7931, δ=0.92934).This implied that Working-capital-management has a very big role in project-performance this was supported by Erica Olsen, (2013). A project-or sub-program might be presented in a way that enables participants to evaluate their current status. In order-to answer the issue of what we have-to work-with, we have to analyze our strengths and shortcomings and decide how to maximize our strengths.

Policy, regulations and economic conditions

The fourth objective was to give the moderating results of policy, regulations and economic conditions on the of ADADAHIGWA project-performance, Musanze branchto achieve this objective, the participants required to show their level-of agreement on the statement related to the effect of policy, regulations and economic conditions on the performance-of ADADAHIGWA project ,Musanze branch. Responses was summarized using mean ($\bar{x}$) and standard-deviations (δ)

Table 4: Working-capital management

Policy, regulations and economic conditions	N	Mean	Std. Deviation
Government policies ensures well project-implementation and avoid risks	87	1.7011	.86421
Regulation influences the people to develop project	87	1.6782	.86930
Government policies improve the people on understanding the reason of working	87	1.8391	.97496
Government policies by establishing BDF encourage people to work together	87	1.7471	.94276
Economical condition affect the achievements of economic growth	87	1.6207	.83862
The government regulations are proportionally with the project planning	87	1.7471	.91776
policy, regulations and economic conditions influence the project members returns	87	1.7241	.89818
Project managers , manage the project as required by the government policies	87	1.7701	.98478
policy, regulations and economic conditions has the relationship with project performance	87	1.6897	.86684
Project planning has link policy, regulations and economic conditions	87	1.5402	.78953
Valid N (listwise)	87		

The outcomes from table 4 showed the participants strongly agreed with statement that Government-policies ensures well project implementation and avoid risks as indicated by ($\overline{x}$ =1.7011, δ=0.86421) Regulation influences the people to enhance-project as indicated by ($\overline{x}$ =1.6782, δ=0.86930), Government policies improve the people on knowing the reason of working as indicated by ($\overline{x}$ =1.8391, δ=0.97496), Government policies by establishing BDF encourage people-to work together as indicated by ($\overline{x}$ =1.7471, δ=0. 94276Economical condition affect the achievements of economic-growth as indicated by ($\overline{x}$ =,1.6207, δ=0...83862)The government regulations are proportionally with the project planning as indicated by ($\overline{x}$ =1.7471, δ=0.91776), policy, regulations-economic conditions influence the project members returns as indicated by ($\overline{x}$ =1.7241, δ=0. Project managers, manage the project as required by the government-policies as indicated by ($\overline{x}$ =1.7701, δ=0.98478). Policy, regulations-economic conditions has the relationship with project-performance as indicated by ($\overline{x}$ =1.6897, δ=0.78953). Project planning has link policy, regulations-economic conditions as indicated by ($\overline{x}$ =1.5402, δ=0.78953).This implied that Working-capital-management has a very big role in project-performance this was supported by Erica Olsen, (2013A project or sub-program might be presented-in a way that enables participants to evaluate their current status. In order-to answer the issue of what we have-to work-with, we have to analyze our strengths and shortcomings and decide how to maximize our strengths.

The chairman of this project, he was excited to meet me in this research, he got time of telling me about how they were using the capital before meeting BDF , they could start the year planning to by the vehicle and end up buying the bicycle , because they didn't know how to use the capital and use it what each and every money was planned for , but so far , they follow all instructions concerned with project-planning in the corn of capital use .

Quality Services Delivery

The participants were required to mention their level-of agreement on the statement linked to Quality-Services Delivery as dependent-variable. Responses was summarized using mean ($\overline{x}$) and standard deviations (δ).

Table 5: Quality-Services-Deliver

Quality Services Delivery	N	Mean	Std. Deviation
Project structure affect the Quality Services Delivery	87	1.4483	.71135
Project environment contribute on Quality Services Delivery	87	1.4368	.67688
Project management hinder the project-Quality Services Delivery	87	1.6322	.80860
The project management skills plays a big role on project-performance	87	1.6207	.71919
Low materials have impact on the Quality Services Delivery	87	1.6437	.74673
Quality Services Delivery contribute on project growth	87	1.6782	.79963
Moral obligation enhance the Quality Services Delivery	87	1.6782	.84212
Knowledge on Quality Services Delivery enhance Quality Services Delivery	87	1.6092	.81206
Working hours per day can affect the Quality Services Delivery	87	1.5172	.77553
Quality Services Delivery is the product of good project planning	87	1.6667	.88484
Valid N (listwise)	87		

The outcomes from table 5 showed the participants strongly agreed with statement that Project structure   affect the   Quality-Services Delivery as indicated by ($\overline{x}$ =1.4483, δ=0. 71135), Project environment contribute on Quality-Services Delivery as indicated by ($\overline{x}$ =1.4368, δ=0. .67688), Project management   hinder the project Quality-Services Delivery as indicated by ($\overline{x}$ =1.6207, δ=0. 80860), The project-management skills plays a big role on project performance as indicated by ($\overline{x}$ =1.6207, δ=0. 71919 Low materials have impact on the   Quality Services Delivery as indicated by ($\overline{x}$ =1.6437, δ=0. 74673). Quality Services Delivery contribute on project growth as indicated by ($\overline{x}$ =1.6782, δ=0. 79963), Moral obligation enhance the Quality Services Delivery as indicated by ($\overline{x}$ =1.6782, δ=0. 84212), Knowledge on Quality Services Delivery enhance Quality Services Delivery as indicated by ($\overline{x}$ =1.6092, δ=0.81206). Working hours per day can affect the Quality Services Delivery as indicated by ($\overline{x}$ =1.5172, δ=0. 77553). Quality Services Delivery is the product of good project-planning as indicated by ($\overline{x}$ =1.6667, δ=0.

88484). This implied that Quality Services Delivery has a very big impact on   project-performance. According to Anderson and Sullivan (1993; Boulding et al., 1993; Eklof and Westlund, 2002), numerous firms (including projects) that have higher service-quality have been determined to be market-leaders in terms of sales and long-term client loyalty and retention.

Inferential statistics and discussion
Under this study inferential statistics were used to indicate the relationship and effect of independent variable on dependent variable like regression analysis and correlation analysis

Effect of project-planning on project-performance
This part answers objective. The linkage in project-planning practices and project-performance was investigated using Human-resource planning-practices, Financial-resource planning-practices, working-capital management and policy, regulations for project-planning while project performance was for Quality Services Delivery

Table 6: Effect of project-planning on project-performance Correlations

		X1	X2	X3	X4
X1	Pearson Correlation	1	-.094	-.088	.111
	Sig. (2-tailed)		.386	.419	.306
	N	87	87	87	87
X2	Pearson Correlation	-.094	1	-.008	-.113
	Sig. (2-tailed)	.386		.938	.297
	N	87	87	87	87
X3	Pearson Correlation	-.088	-.008	1	.087
	Sig. (2-tailed)	.419	.938		.425
	N	87	87	87	87
X4	Pearson Correlation	.111	-.113	.087	1
	Sig. (2-tailed)	.306	.297	.425	
	N	87	87	87	87

The main objective was to determine the result-of project-planning on project-performance of ABADAHIGWA project. From the Partial-correlation coefficient (two-tailed) table 6 presents the linkage within dimensions of project-planning indicated by Human-resource planning-practices ,policy, regulations-economic conditions , working-capital-management ,Financial resource planning against project performance measured by quality service delivery . The outcomes showed that all the dimensions have +ve and significant-influence between project-planning and project-performance. Specifically, Human-resource-planning-practices, policy, regulations and economic conditions , working-capital-management ,Financial resource

planning relates positively with quality service delivery (r = 1.000, p < 0.05; r = 0.094, p < 0.05; r = 0.88, p < 0.05; and r = 0.111, p < 0.05) respectively. These implied that we have strong +ve linkage in project-planning and project-performance.This was supported interviewees from ten different businesses (Collyer-Warren-Hemsley-Stevens, 2010) invented that the methods to planning differed substantially within each industry.

Effect of human-resource-planning on quality service delivery

The first objective was to analyze whether human-resource-planning affect the project-performance of ABADAHIGWA project.

Table 7: Effect of human-resource-planning on quality service delivery

Model	R	R^2	Adjusted R^2	Std. Error-of the Estimate
1	.224[a]	.050	-.075	.73748

a. Predictors: (Constant), human-resource-planning
b. Dependent variable: quality service-delivery

The result in the table 7 indicated that correlation-coefficient (R) = 0.224 showed a strong linkage in human-resource planning and quality service delivery. Considering R^2 in statistic indicate the variation-in the dependent-variable due to independent-variable. From the outcomes from the table, R^2=0.050indicated that human-resource-planning explained 50% of the change-in quality

service delivery. The data from the table 7 indicated that the determination-coefficient, adjusted R^2= 0.75obtained from the model summary, determination-coefficient required to mention whether the model is good predictor. From the results-of the analysis, the outcomes showed that human-resource-planning contributed to 75 % of the variation-in quality service delivery which

shows-that the model-is the better prediction. Bratton and Gold, (2007) define HR planning as the methodical forecasting of the future-demand and supply for personnel and the deployment-of their abilities in-accordance with the organization's goals Koch and McGrath, (1996) found a positive relationship between HR planning and labor productivity.

Table 8: ANOVA between human-resource-planning and quality service delivery

Model		Sum of Squares	Df	Mean-Square	F	Sig.
1	Regression	2.182	10	.218	.401	.942[b]
	Residual	41.335	76	.544		
	Total	43.517	86			

    a. Predictors: (Constant), human-resource-planning

    b. Dependent variable: quality service delivery

The outcomes from the table 8 showed the ANOVA statistics of significance (p = .942[b], F=.401) was less-than the recommended critical significance at 0.05. Therefore, the regression-model was statistically-significant in predicting how human-resource planning influence quality service delivery. Since the p value was less than0.05 (P-value=.942[b]) obtained, then alternative-hypothesis was accepted while null-hypothesis was rejected. Meant there was significant-effect between human-resource and quality service delivery.

Table 9: Estimated coefficient model between human-resource-planning and quality service delivery

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.388	.503		2.760	.007
Human-resource planning-practices	-.047	.099	-.062	-.479	.633

    a. Predictors: (Constant), human-resource-planning

    b. Dependent variable: quality-service delivery

The outcomes from the table 9 indicated that, a significant +ve relationship between human-resource-planning and quality-service-delivery. Where the regression coefficient of human-resource-planning was 0. 047 (p-value =0.007). This implied that human-resource planning had strong positive relationship on quality service delivery under this study. The following regression-equation determined: Y=1.388+0.47X1+e, where Y = quality service delivery , X_1 = human-resource planning , e= Error term. Implied that holding other factors (desk human-resource) remain constant to zero, the quality service delivery would be achieved at a unit of 1388. It was shown that a unit-increase in human-resource would cause an increase-in quality service delivery by a factor of 0.47.This was supported by Docsity (2016.) HRD is a must for every firm seeking to be innovative and forward-looking. There's no cap on the number-of tasks that may be performed by human capital. Hrd is a must for every firm seeking to be innovative and forward-looking. There is no cap on the number-of tasks that may be performed by human-capital.The questionnaire was used to generate the data and was tested using Analysis of Variance (ANOVA). Outcomes revealed that: human-resource planning has significant-effects on quality service delivery and human-resource has a +ve linkage with the quality service delivery.

Effect of Financial-resource-planning-practices on quality service delivery

The 2nd objective was to investigate whether financial resourcing planning influences project- performance of ABADAHIGWA project

Table 10: Model summary between Financial-resource planning and quality-service delivery

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.247[a]	.061	-.063	.73333

   a. Predictors: (Constant), Financial-resource planning practices
   b. Dependent variable: quality-service delivery

The result-in the table 10 showed that the correlation-coefficient (R) = 0.247[a] showed a strong-relationship between Financial resource planning practices and quality-service delivery. Considering R^2 in statistic indicate the variation-in the dependent-variable due to independent variable. From table 10, the value-of R^2=0.050 indicated that Financial resource planning practices explained 61% of the change in quality service delivery. The results from the table showed that the coefficient-of determination, adjusted R^2= 0.063obtained from the model summary, coefficient-of determination was used-to explain whether the model-is good predictor. The outcomes showed that Financial-resource planning-practices contributed to 63 % of the variety in quality service delivery which indicate that the model-is a good prediction. Good project planning of the variety of resource like financial and its allocation and planning is compulsory for the success of the any project (England, 2013). It has been seen from the studies of Majeed, and Soljak, (2014), performance with relation to the poor resource management

Table 11: ANOVA between Financial resource-planning and quality service delivery

Model		Sum-of Squares	DF	Mean-Square	F	Sig.
1	Regression	2.647	10	.265	.492	.890[b]
	Residual	40.870	76	.538		
	Total	43.517	86			

   a. Predictors: (Constant), Financial-resource planning-practices
   b. Dependent variable: quality service delivery

The outcomes from the table 11 indicated that the ANOVA statistics indicate that the significance (p = .890[b], F=.492) was less than the recommended critical significance at 0.05. Therefore, the regression-model was statistically significant in predicting how Financial-resource planning influence quality service delivery . Since the p-value was less than0.05 (Pvalue= .890[b]) obtained, then alternative hypothesis was accepted while null-hypothesis was rejected. Meant we have significant effect between Financial-resource planning and quality service delivery .

Table 12: Estimated coefficient model between Financial resource-planning and quality service delivery

Model		Unstandardized-Coefficients		Standardized-Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.503	.690		2.179	.032
	Financial-resource planning-practices	.148	.136	.125	1.088	.280

   a. Predictors: (Constant), Financial-resource planning-practices
   b. Dependent variable: quality-service-delivery

The outcomes from the table 12 indicated a significant +ve relationship between Financial-resource planning-practices and :quality-service-delivery. Where the regression-coefficient of Financial-resource planning-practices was 0. 148 (p-value =0.032). This implied that Financial-resource planning-practices had strong positive relationship on :quality-service-delivery under this study. The following regression-equation was obtained: $Y=1.503+0.148X_1+e$, where Y = quality service delivery , X_1 = Financial-resource planning-practices, e= Error term .Implied that holding other factors Financial-resource planning-practices) remain constant-to zero, the quality service delivery would be achieved at a unit of 1.503. It was also indicated that a unit increase in human-resource would cause an increase-in quality service delivery by a factor of 0.148.This was supported by The questionnaire was used to generate the info and was tested using Analysis of Variance (ANOVA). Outcomes indicate that: Financial-resource planning-practiceshas significant-effects on quality service delivery Financial-resource planning-practiceshas a positive-relationship with the quality-service-delivery.

Effect of working-capital-management on quality service delivery

Table 13: Model summary between working-capital-management and quality service delivery

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.336[a]	.113	-.004	.71271

    a. Predictors: (Constant), working-capital-management
    b. Dependent variable: quality-service-delivery

The feedback in the table 13 showed that the correlation-coefficient (R) = 0.336 showed a strong-relationship between working-capital-management and quality-service-delivery. Considering R^2 in statistic indicate the variation-in the dependent-variable due to independent variable. From table 13, $R^2=0.113$indicated that working-capital-management explained 50% of the change in quality service delivery. The table 13 indicated the coefficient-of determination, adjusted $R^2=0.004$obtained from the model-summary, coefficient-of determination needed to explain whether the model-is good predictor. The info showed that working-capital-management contributed to 40 % of the variation in quality service delivery which shows that the model-is a good prediction in the past even up to now, poor management of working-capital has been the main reason for project outperformance, bankruptcy and the ultimate failure. Working-capital is the money required to pay for the daily operations of the project, which is the difference-between current-assets and current-liabilities (Mbithi, 2015). Hill et al (2010) stated that the recent global financial crisis and the collapse-of colossal organizations such as General Motors and Lehman Brothers, brought to the forefront the importance of project resources management, especially working capital management. Management of working capital is a very important corner of corporate project management because it directly affects the quality service delivery (Amarjit et al, 2010).

Table 14: ANOVA between working-capital-management and quality service delivery

Model		Sum-of Squares	Df	Mean-Square	F	Sig.
1	Regression	4.913	10	.491	.967	.479[b]
	Residual	38.604	76	.508		
	Total	43.517	86			

    a. Predictors: (Constant), working-capital-management
    b. Dependent variable: quality service delivery

The table 14 indicated the ANOVA statistics show that the significance (p = .479[b], F=.967) was less than the recommended critical significance at 0.05. Therefore, the regression-model was statistically-significant in predicting how working-capital-management influence quality service delivery. Since the p value was less than0.05 (P-value= .479[b]) obtained, then alternative-hypothesis was accepted while null-hypothesis was rejected. Meant there was significant-effect between working-capital-

managementand quality service delivery. This was supported by Jingmeng, (2013). Saying that, too much working-capital is not suitable for the enterprises who wish a long-term development, as they loss profit. Enhancing the working-capital-management needs to be recognized owing to its importance and project performance Effective working-capital-management may be the distinction among a company's victory and defeat, especially for small businesses (Olawale, 2014).

Table 15: Estimated coefficient model between working-capital-management and quality-service-delivery

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.158	.452		4.778	.000
	working-capital-management	-.049	.097	-.057	-.505	.615

  a. Predictors: (Constant), working-capital-management
  b. Dependent variable: quality-service-delivery

Effect of policy, regulations and economic conditions on quality-service-delivery

Table 16: Model summary between policy, regulations-economic conditions and quality-service-delivery

Model	R	R Square	Adjusted R Square	Std. Error-of the Estimate
1	.332[a]	.110	-.007	.71369

  a. Predictors: (Constant), policy, regulations and economic conditions
  c. Dependent variable: quality-service-delivery

The table 16 showed the correlation-coefficient (R) = 0.332 showed a strong-relationship between policy, regulations and economic conditions and quality-service-delivery. Considering R^2 in statistic indicate the variation-in the dependent-variable due to independent-variable. From the table, R^2=0.110 indicated that policy, regulations and economic conditions explained 11% of the change-in quality service delivery. The table showed that the determination-coefficient, adjusted R^2=

0.007obtained from the model summary, coefficient-of determination needed to explain whether the model-is good predictor. Policy, regulations and economic conditions contributed to 7 %-of the variation-in quality service delivery which indicate that the model-is a good prediction. According to Cloete (1998, p. 159), policy making is a prerequisite for the giving of goods or services, at least in theory if not in practice.

Table 17: ANOVA between policy, regulations and economic conditions and quality service delivery

Model		∑-of Squares	Df	Mean-Square	F	Sig.
1	Regression	4.806	10	.481	.944	.499[b]
	Residual	38.711	76	.509		
	Total	43.517	86			

    a. Predictors: (Constant), policy, regulations and economic conditions
    b. Dependent-variable: quality service delivery

The table 17 indicated that the ANOVA statistics indicate that the significance (p = .499[b], F=.944) was less than the recommended critical significance at 0.05. Therefore, the regression model was statistically significant in predicting how policy, regulations and economic conditions influence quality service delivery. Since the p value was less than0.05 (P-value= .499[b]) obtained, then alternative hypothesis was accepted while null-hypothesis was rejected. Meant we have significant effect between policy, regulations and economic conditionsand quality-service-delivery.

Table 18: Estimated coefficient model between policy, regulations-economic conditions and quality service delivery

Model		Unstandardized-Coefficients		Standardized-Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.089	.428		4.877	.000
	Government policies	.018	.097	.022	.188	.852

    a. Predictors: (Constant), policy, regulations and economic conditions
    b. Dependent-variable: quality-service-delivery

The outcomes from the table 18 indicated that we have a significant +ve relationship between policy, regulations-economic conditions and quality-service-delivery. Where the regression-coefficient of human-resource-planning was 0. 018 (p-value =0.000). This implied that policy, regulations-economic conditions had strong positive relationship on quality-service-delivery under this study. The following regression-equation was obtained: Y=2.089+0.18X1+e, where Y = quality service delivery, X_1 = policy, regulations-economic conditions, e= Error term. The results implied that holding other factors (policy, regulations and economic conditions) remain constant to zero, the quality service delivery would be achieved at a unit of 2.089. It was also indicated that a unit-increase in policy, regulations and economic conditions would cause an increase in quality service delivery by a factor of 0.18.Lasswell and Kaplan (1970, p. 177) define public policy as "a projected program of goals, values and practices," whilst Anderson (2006, p. 6) defines public policy as "purposive course-of action followed-by an actor or set-of actors in dealing-with a problem or matter-of concern." A recommended course-of action taken by an individual, a group, or the government in the context of a particular environment that includes both barriers and possibilities, as described by Frederich (1963, p. 79), is what Frederich defines as "public policy."The questionnaire was needed to generate the data and was tested using ANOVA. Findings revealed that human-resource-planning has significant-effects on quality service delivery and human-resource has a +ive relationship with the quality service delivery .

Effect of project-planning on project-performance

Ultimately, the study sought-to findout whether or not the details of project-planning influenced the end outcomes.

Table 19: Model summary between project-planning and project-performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.290[a]	.084	.040	.69709

    a. Predictors: (constant) human-resource-planning , working-capital-management, Financial resource planning, government policies

    b. Dependent-variable: project performance (quality-service-delivery)

The predictors in the regression-model were human-resource planning working capital management, Financial-resource-planning, government policiesthen dependent variable project performance (quality service delivery). The table 19 showed that the correlation coefficient (R) = 0.290[a] showed that there was a strong-relationship between project planning (human-resource planning, working-capital management, Financial-resource planning, government-policies) and project-performance (quality service delivery). Considering R^2 in statistic indicated the variation in the dependent variable due to independent-variable. From the table, the value-of R^2= 0.084 indicated that project-planning (human-resource-planning, working-capital management, Financial-resource planning, government policies) explained 84 % of the change in project-performance (quality service delivery). The table indicated that the coefficient-of determination, adjusted R^2= 0. 040 obtained from the model summary, coefficient-of determination was used to explain whether the model is good predictor. Project-planning practices (human resource planning, working capital management, Financial-resource planning, government policies) contributed to 40 % of the variation-in project-performance (quality service delivery) which shows that the model-is a good prediction.

Table 20: ANOVA between human resource planning ,working capital management, , Financial resource planning, government policies and quality service delivery

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.670	4	.918	1.888	.120[b]
	Residual	39.847	82	.486		
	Total	43.517	86			

    a. Predictors: (constant) human-resource planning ,working-capital-management, , Financial-resource planning, government policies

    b. Dependent-variable: project-performance (quality service delivery)

Table 21: Estimated coefficient model between project-planning and project performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.805	.320		2.516	.014
	Human-resource planning-practices	-.024	.102	-.025	-.230	.819
	Financial-resource planning-practices	.126	.090	.149	1.399	.166
	Working-capital-management	.157	.096	.174	1.630	.107
	policy, regulations and economic conditions	.155	.093	.179	1.663	.100

The table 21 indicated the estimated coefficients of the model which showed that there is a +ive relationship within project-planning (human-resource planning, working capital-management, Financial-resource planning, government policies) and project-performance (quality service-delivery) in ABADAHIGWA project. The multiple regression model equation became $Y = 0.805 + 0.024X_1 + 0.126X_2 + 0.157X_3 + 0.155X_4 + e$. From this multiple regression model, holding other factors (human-resource planning, working-capital management, Financial-resource planning, government policies) remain constant to zero, the project-performance (quality service delivery) in ABADAHIGWA project would be achieved at a unit of 0.805. It was also indicated that a unit-increase in human resource planning would cause an increase in project performance (quality service delivery) in ABADAHIGWA project by a factor of 0.024, a unit increase in working capital management would cause an increase in project-performance (quality service delivery) in BADAHIGWA by a factor of 0.157 and a unit increase in Financial resource planning practices would lead to an increase in project-performance (quality service delivery) in ABADAHIGWA factor of 0.126 and a unit increase in government policies would lead to an increase in project-performance (quality service delivery) in BADAHIGWA a factor of 0.155.A lot of studies have demonstrated that expecting success criteria has a beneficial influence (Murphy et al., 1974; Rothwell et al., 1974). It is (Galvin, Gibbs, Sullivan & Williams, 2014). It has been observed that decisions made throughout the planning-step may have an influence on the project's outcome (Arditi, 1985; Clayton, 1989; Syal et al., 1992). New products, administrations, internal operations, and hierarchical plans may all gains from the use-of Project-Planning (Nutt, 1982; Nutt, 1983.

Structural-equation-modeling had been used-to check various relations hypothesized (Byrne, 2010) it's a multivariate technique that seeks to show the relationship among multiple variables (Kaplan, 2000).The study concluded on the effect-of project-planning on the project-performance in ABADAHIGWA project . The survey mentioned that all dimensions of project schedule such-as human-resource-planning, working-capital management, Financial-resource planning, government policiesgot +ve and significant-influence against project-performance measured by quality service delivery . This justified by testing all specific objectives; from the outcomes on the first objective, there was a strong +ve linkage between human-resource planning and quality service delivery. From the outcomes on the 2nd objective, the study decided that we've strong relationship between working-capital management and quality service delivery. From third objective, it concluded that there was a strong relationship between Financial-resource planning and quality service delivery. From for the objective, there was a strong-relationship between government policies and quality service-delivery. Based on fifth objectives, there was a strong-relationship between project-performance and Rwandans income.

The investigation was attained all its objectives, all its research-questions were answered and all hypothesis tasted and confirmed where allalternative-hypothesis of all project-planning was accepted while null-hypothesis was rejected. From the outcomes, it is concluded that project-planning has a great effect on project-performance in ABADAHIGWA project because the info show that all the dimensions have +ve and significant-influence of project-planning on project-performance. Specifically, as human-resource planning, working-capital management, Financial-resource planning, government policies relate positively with quality service delivery .That in essence meant that the-more the project-planning applied the-more the project perform. Thus, it's right to say that project-planning is directly related to project-performance minimizing the fail of the project. All the project-planning are important because they add something in the program also

should be encouraged as it assists and plays-a big role in project-performance to ensure that satisfactory of customers is main point.

CONCLUSION AND RECOMMENDATIONS

The survey recommended ABADAHIGWA to train its members frequently on fruitful project planning align to current situation can strengthened the project-performance not only that you need-to train many of team leader about human-resource practices. ABADAHIGWA project should hire employees who are skilled on project-planning who prepare and present the project-planning and how it helped in project-performance, and this was helping the project , meeting with many risks and directing it closing its doors, or meeting with some punishment because of low capacity of knowing how to implement-project and how-to plan before

The project-members would make-sure they record everything is done, to help in the next action plan,

and know where it went wrong and correct it. Lastly on this , the project members should put-into place the recommendation had been given by the investigator for more or better performance .The survey predicts that the individual's ABADAHIGWA project member should try his best to know deeply about project planning by doing more workshops wherever has opportunity.The study suggested-that the state got to urge the training curriculum to boost the limited capacity project-planning through it can act better-than to day for project sustainability.

Suggestion for further research

This research recommended to the tomorrow researchers to do similar field and change-the case study to assess whether the study could yield similar findings regarding on "the effect of project-planning practices on project-performance in Musanze district Muko sector ".

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