



**PROJECT PLANNING PROCESSES AND STRATEGIC PERFORMANCE MANAGEMENT IN GAHAYA LINKS  
PROJECTS IN KICUKIRO DISTRICT RWANDA:  
A CASE OF GAHAYA LINKS BASKET PROJECT KICUKIRO DISTRICT**

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**ABSTRACT**

*The purpose of this study was to investigate the influence of project planning processes and strategic performance management in Gahaya links projects in Kicukiro district Rwanda. The study focused on: scope planning, risk planning and dissemination planning on strategic performance management in Gahaya links projects in Kicukiro district Rwanda. The study adopted a descriptive survey design. The research was carried out by using secondary data, from the relevant documents obtained from Gahaya Link's office, whereas the primary data was collected using questionnaire. The research analysis and interpretations were based on respondents' responses. The respondents were provided with questionnaires, interview and observation, applying different techniques, motivation and each item contributed would give rise to a variable. The researcher asked participants to scrutinize instruments for face to face and content validity. For reliability, test-retest method was used. The coefficient of Cronbach was used to establish how reliable the instruments are. Test value of 0.700 was termed well enough and the tools was judged reliable. Concurrent triangulation was used to ensure credibility. An in-depth interview was applied to establish dependability of non-numerical instruments. Quantitative data was analyzed through descriptive and inferential statistical tests, as well as presented through tables and figures. Descriptive statistical tests include percentages, frequencies and counts while inferential statistical tests entail multiple regression. Majority of the respondents consisting of 53.1% agreed that in Gahaya links project, Work Breakdown Structure is always created along with providing guidance for schedule development and control to ensure timeliness in project delivery, 34.4% strongly agreed, 12.5% were undecided and none disagreed. Majority of 46.9% agreed, 39.1% strongly agreed, 12.5% were undecided, 1.6% disagreed and none strongly disagreed. Majority of the respondents consisting of 42.2% agreed that in Project risk identification in Gahaya links project is done to ensure strategic performance management of the project, 42.2% strongly agreed, 9.4% were undecided and 6.3% disagreed. As to whether Gahaya links project, we have developed a model that we apply to correctly identify, respond and monitor risks to save time and money to ensure timeliness in delivery of products, majority of the respondents consisting of 60.9% strongly agreed, 21.9% agreed, 12.5% were undecided and 4.7% disagreed. Another statement related to review process was asked. The respondents were required to rate their opinion as to whether in Gahaya links project, there is a review process after the application of the mitigation measures for the identified uncertainties to ensure project success. Finally respondents opinion was sought on whether project managers effectively manager evaluates and records potential and identified*

uncertainties to ensure project success. Fifty four point seven percent strongly agreed, 25% agreed, 17.2% were undecided, 3.1% disagreed none strongly disagreed. The study concludes that definition of project scope helps in identifying major project work components, deliverables, and requirements. In addition creating work breakdown structure provides the necessary framework for detailed cost estimating and control, along with providing guidance for schedule development and control. The study recommends that since dissemination planning is one of the most important plans in a project. On project scope planning the study recommends that there is need to develop a clear project scope that can facilitate for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project. Further studies that seek to illustrate how much of the variation in project performance can be explained by the various resource planning practices within Gahaya Links Project should be conducted.

**Keywords:** Scope planning, Risk planning, Dissemination planning, Strategic performance management, Gahaya links projects, Kicukiro district, Rwanda

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## INTRODUCTION

The current powerful aggressive world, projects have been constrained to continually conform to changing business conditions. Task Management adds to serious authoritative technique. It is viewed as a critical capability for affiliations that associates the results of ventures to their objectives (Sözüer & Spang, 2014). The board of the venture is an essential capacity that outcomes in the association with results of undertakings to project objectives (Project Management Institute, 2013). As for firms that work on transient tasks for customers, Kerzner (2013) saw that project the executives should control the assets of a firm in a given movement applying restricted expense and time for palatable execution and positive associations with customers. Venture the executives seeks after a specific arrangement of stages that portray the work to be attempted, the person to complete the work, the achievement, the person to support and review the achievement and screen and assess the achievement (Sethi & Philippines, 2012).

According to Shrenash, Pimplikar and Sawant (2013) the task accomplishment in accomplishing its destinations is upheld by the shifted factors

coordinated effort that, whenever analyzed and regulated ineffectively, could prompt ventures crushing just as undertaking obstacle from accomplishing the reasons set everywhere on the inciting creation the non-performing project. The task execution, then again, requires the exercises did to follow the undertaking the board program. This included getting sorted out individuals and assets in accordance with the task the board system, just as joining and executing the work in progress (Roeder, 2013). Venture Management Techniques are jobs that project directors attempt to guarantee a positive outcome. These incorporate planning, getting ready, carrying out, following and overseeing correspondence frameworks to guarantee the advancement of a venture (Ondari & Gekara, 2013). The executives rehearse add to the coordination and the board of assets with the goal that assets play out any capacity important to finish the undertaking in the assigned climate, time and expenses.

In Africa, delays in development of government financed projects conveyance is a typical reality Ekundayo *et al.*, (2013) express that in Nigeria, seven out of ten ventures overviewed endured

delays in their execution. Likewise, referred to by similar creators is Ibrahim (2011) as seeing that in Nigeria 5-10% of government development pre-contract cost depends on possibility. This has been discovered insufficient which implies extra monetary responsibilities sometimes past the limit of the proprietor. Customers are now and again not ready for this thus store as far as credits are tried to counterbalance these extra expenses. In an examination did to look at development projects execution in Sudan, Nasiru *et al.*, (2010) see that notwithstanding enormous number of detailed cases, development going from the most straightforward to more intricate ventures stages have progressively experienced expense overwhelms. This marvel is additionally likewise seen in Ghana where Windapo (2013) sees that reviews uncover expansion in cost overwhelms, deferred fruition, inadmissible and neglected undertaking goals in most development projects. While exploring the subject of task delays in South Africa, Olatunji (2010) sees that it is a marvel that can be ascribed to the powerlessness of the customer/his delegate and the venture group to have an exhaustive perspective on the development project from beginning to consummation. Musa *et al.*, (2011) express that development delay has gotten endemic in Nigeria. They along these lines advance the need to make attention to the degree to which deferrals can unfavorably influence project conveyance.

Rwanda is one of the Sub-Sahara African countries that has made more critical strides in propelling women reasonableness and fortifying of women as affirmed in its achievements (Rukundo, 2015). In any case, given a more prominent people Rwandan lady have been powerless and unprotected. By the by, quantities of women in Rwanda have broken this hindrance and begun their own endeavors. In Kigali, the political and monetary capital of Rwanda, women business people address 43.2% of every enterprising movement (Musomandera *et al.*, 2015). In rustic zones, in any case, female business visionaries are similarly less dynamic in business

than their male partners (Coldham, 2013). Rwanda is progressing in gender direction reasonableness as in somewhat more than 10 years, changes in the political and definitive field have set women's fortifying at the cutting edge of government's requirements and yielded women in Rwanda.

After the 1994 Rwandan Genocide, countless ladies were left as widows, single guardians, and abandoned adolescent young ladies who were the sole compensation providers for their families. Sisters Joy Ndunguste and Janet Nkubana saw the opportunity to use standard Rwandan weaving as a method for money age, and made Gahaya Links as a preparation office and commercial center to financially enable Rwandan women. Because of the various difficulties confronted and the significant degrees of poverty rate in Rwanda, the Government of Rwanda embraced an assortment of improvement exercises to reduce neediness while utilizing different methodologies and executing various procedures for this reason (Shaban, 2011). A portion of the systems include: conceding credits for reproduction and improvement, giving business, empowering industrialization and to wrap things up sexual orientation balance. In spite of these endeavors, the degree of neediness has not been altogether decreased. Since women are the larger part in the Rwandan culture, there is need to engage them with abilities and funds. Additionally, endeavors to elevate her have not been that fruitful. Along these lines, this examination tries to recognize women' capacity to improve socio and monetary status of their families through their own benefits in the male overwhelmed society.

### **Statement of the problem**

Failure of project to be completed within the timeline is the main challenge in most developing countries; at any rate 79% of the executed venture neglects to meet its target. The presentation issues of task (cost overwhelm, time delay, quality insufficiency) are brought about by either in determination, arranging, execution or control period of the venture and different variables. In any case, as indicated by Richard (2012) one of the

fundamental reasons of task disappointment in non-industrial nations, Rwanda notwithstanding, is absence of viable arranging measures.

Project failures have huge impact from financial just as political perspectives. On the off chance that the venture takes longer time, it requires extra assets, and financial plans and this expands work, material, apparatus and gear cost. This influences the spending plan of different tasks and all in all, it influences the economy of the country. Additionally, because of postponement in project execution individuals and the economy need to sit tight for the arrangement of public and administrations office longer than needed. For example Musirikare and Kule (2016) conducted research about the delay and cost overrun risk in construction projects undertaken by Gasabo District from 2009- 2012, the objective of their studies was to assess the effects of time to the cost of the project and the findings of their research showed that 65.7% of public construction projects implemented during the period of 2009-2012 delayed at rate of 58% of their expected completion time and 52% of these projects suffered cost increase of 15.9%. (Adan, 2012). In their study, they assess the effects of delay on cost overrun but they didn't assess the causes of delay and it would be better to access the causes of construction project time overrun before the assessment of the effects of time overrun on the cost of construction project

Although men have for so long have been taken as the bread winners providing all the essentials to the family, some of them have been unable to provide to their families. This has prompted women to put on the armor and the shoes of men in the society to at least reduce on the poverty in the society. In any case, the truth of this relationship in numerous social orders and progress economies is that women business visionaries reliably battle and stay lethargic without amazing yield due principally to helpless help from their companions, government or some other partners (Hirwa, 2010).

Different exact investigates have focused on rehearses for overseeing undertaking and tasks

execution. Millicent (2012) assessed the impact of undertaking the executives rehearses on firms of SMEs execution. Cheruiyot (2017) contemplated the impact of the data framework. Since projects are group-based designs, most of contemporary venture supervisors should impact cross-practical colleagues without the traditional or formal position to coordinate these individuals' work, except if in an absolutely projectized structure, however with duty and responsibility for individuals' work and results. Given that a lot more undertakings happen today in virtual and worldwide settings, project chiefs should realize how to impart viably across numerous assorted limits inside their nearby center groups to be fruitful. Therefore, this study sought to investigate influence of project planning processes on performance of women baskets weaving projects in Rwanda specifically in Gahaya Link's project, Kicukiro District.

## LITERATURE REVIEW

### Planning Theory

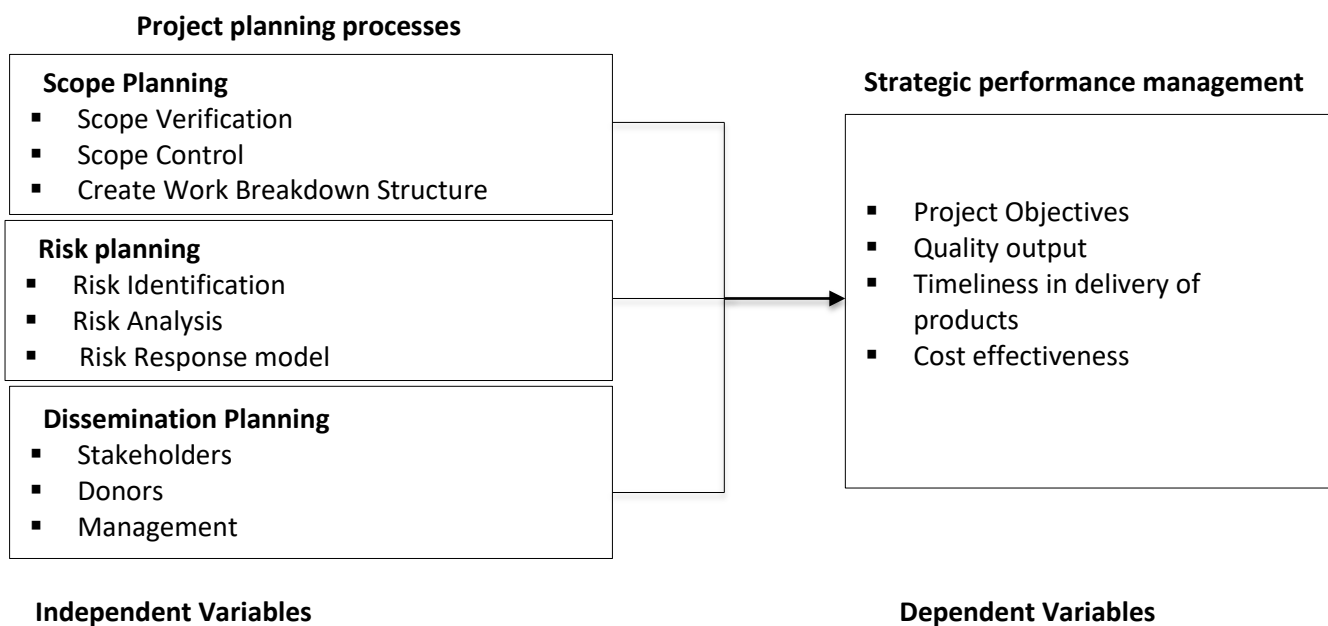
This hypothesis guided the investigation in building up the connection between project arranging and execution of protection projects. Human is for the most part credited with causing to notice the looked-for differentiation: what is doesn't really prompt what ought to be (Wenz, 2013). In spite of the fact that what is may put limitations on what can be, our human ability to think about conceivable outcomes and settle on decisions implies that what is and what ought to be are associated by values. This association exists if it is perceived. Where utilizations of qualities are not made express, they are certain in fundamental social molding. The central requirement for a position and a significance for our lives and for our species overwhelms whatever arrangement of thought we receive. We can't exist theoretically without such cosmologies, yet numerous individuals are ignorant of the qualities whereupon they have established their construction of importance (Palmer, 2014).

Perceiving this evaluative association is urgent for arranging. Because of its future direction, arranging impacts what can be. In an equitable society, it should subsequently bring up the issue of what ought to be by recognizing the job of qualities. What is compares to information that is held - what should be relates to moves preceding their making place. In outcome, arranging identifies with the linkage: esteem. It, thusly, has a standardizing angle. This regularizing thought should be incorporated into anticipating both hypothetical and commonsense levels. Also, perceiving arranging as a "mediating variable" proposes a need to perceive the significance of different qualities. In outcome, it is important to consider how these qualities can be resolved and how they can be followed up on. As it were, then, at that point, arranging is perplexing: it is worried about understanding the movement and interaction itself

and is in this manner spellbinding. However, all the while, it is worried, in a favorable to dynamic way, with the development of future states, and is in this manner prescriptive (Watch, 2013). The theory links to the study under the variables scope planning, risk planning and dissemination planning in that any project will have to undergo a cycle. The cycle depicts that a project has to undergo planning to enhance performances.

**Conceptual Framework**

It is a middle hypothesis in a graph structure that endeavor to interface the factors under examination. It is a guide that offers intelligence to exact request (Goldman et al., 2016). In this assessment, the dependent variable is accomplishment of strategic performance management in Gahaya links projects in Kicukiro district Rwanda. Figure 1 shows a hypothetical design of the association between the elements.



**Figure 1: Conceptual Framework (Source: Researcher, 2022)**

**METHODOLOGY**

The study adopted descriptive quantitative research design. It fundamentally offers a structure that would be useful in finding solutions to an examination issue in a precise and methodical manner. The participants were administered both instruments concurrently for numerical and

qualitative facts. It involved simultaneous data collection but separate collection and scrutiny of numerical and qualitative data was done to enable the researcher understand the problem well. Clear overview was utilized on the grounds that it proposed to give factual data about parts of control to the scientist (Creswell, 2014).

The specific group from which an investigator intends to get findings is called the targeted populace (Cooper & Schindler, 2011). The target population comprised of 96 employees from Gahaya links in Kagarama Sector Kicukiro District. (Information from Gahaya Links projects 2020).

Sampling is characterized as the way toward choosing a few people for an investigation so that they address the bigger gathering from which they are chosen (Mugenda & Mugenda, 2013). The sample was obtained through stratified random sampling method using the Technicians, weavers, project managers, donors and stakeholders. The area of operation is classified as study stratus. Stratified random sampling was preferred since it enabled fair coverage of the huge study area and

gave diverse information during data collection. The technique is suitable because the residents are exposed to similar socio-legal dynamics and therefore, anyone can be selected to respond to the questionnaire (Creswell, 2014).

## RESULTS

### Project scope planning and strategic performance management

The first objective was to assess the influence of scope planning and strategic performance management in Gahaya links projects in Kicukiro district Rwanda. Table 1 presented the finding on how respondents responded to various statements on the variables on scope planning.

**Table 1: Descriptive statistics on scope planning**

Statements	1	2	3	4	5	Mean	Std Dev.
In Gahaya links project, before any weaving project commences scope is defined identifying major project work components, deliverables, and requirements to ensure a quality output.	0 0.0%	2 3.1%	5 7.8%	26 40.6%	31 48.4%	4.3438	.76051
In Gahaya links project, Work Breakdown Structure is always created along with providing guidance for schedule development and control to ensure timeliness in project delivery	0 0.0%	0 0.0%	8 12.5%	34 53.1%	22 34.4%	4.2188	.65390
In Gahaya links project practice of scope planning is key in ensuring that baskets are delivered successfully within budget	0 0.0%	1 1.6%	13 20.3%	24 37.5%	26 40.6%	4.1719	.80779
In Gahaya links project, estimates are done to control project scope to ensure project objectives are met	0 0.0%	1 1.6%	8 12.5%	30 46.9%	25 39.1%	4.2188	.78617
Scope verification is done at Gahaya links project to ensure project is delivered within time.	0 0.0%	0 0.0%	15 23.5%	31 48.4%	18 28.1%	4.0469	.72220

Source: Primary data, (2022).

Respondents opinion was sought on whether in Gahaya links project, before any weaving project commences scope is defined identifying major project work components, deliverables, and requirements to ensure a quality output. Majority of the respondents 48.4% strongly agreed, 40.6% agreed, 7.8% were undecided and 3.1% disagreed.

Majority of the respondents consisting of 53.1% agreed that in Gahaya links project, Work Breakdown Structure is always created along with providing guidance for schedule development and control to ensure timeliness in project delivery, 34.4% strongly agreed, 12.5% were undecided and none disagreed. As to whether Gahaya links project

practice of scope planning is key in ensuring that baskets are delivered successfully within budget, majority of the respondents consisting of 40.6% strongly agreed, 37.5% agreed, 20.3% were undecided and 1.6% disagreed. Another statement related to project estimates was asked. The respondents were required to rate their opinion as to whether in Gahaya links project, estimates are done to control project scope to ensure project objectives are met. Majority of 46.9% agreed, 39.1% strongly agreed, 12.5% were undecided, 1.6% disagreed and none strongly disagreed. Finally respondents opinion was sought on whether scope verification is done at Gahaya links project to ensure project is delivered within time. 48.4% agreed, 28.1% strongly agreed, 23.5% were undecided, none neither disagreed nor strongly disagreed. Overall, the mean of the responses was 4.04 which means that majority of the respondents

were agreeing to the statements in the questionnaire. The standard deviation was 0.722 meaning that the responses were clustered around the mean response. The study agrees with Rummler and Brache (2013) who found out that project scope planning have a highly concrete approach to developing the strategy, supporting their view with specific questions, which can guide the top management team through the strategy definition process, step by step

### **Project risk planning and strategic performance management**

The second objective was to examine the influence of risk planning and strategic performance management in Gahaya links projects in Kicukiro district Rwanda. Table 2 presents the finding on how respondents responded to various statements on the variables on risk planning.

**Table 2: Descriptive statistics on risk planning**

<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>Mean</b>	<b>Std Dev.</b>
In Gahaya links project, quantitative risk analysis is done to analyze numerically the probability of each risk and its consequence on project objectives, as well as the extent of overall project risk to enhance project performance	0 0.0%	7 10.9%	10 15.6%	23 35.9%	24 37.5%	4.0000	.99203
Project risk identification in Gahaya links project is done to ensure strategic performance management of the project	0 0.0%	4 6.3%	6 9.4%	27 42.2%	27 42.2%	4.2031	.85782
In Gahaya links project, we have developed a model that we apply to correctly identify, respond and monitor risks to save time and money to ensure timeliness in delivery of products	0 0.0%	3 4.7%	8 12.5%	14 21.9%	39 60.9%	4.3906	.88402
In Gahaya links project, there is a review process after the application of the mitigation measures for the identified uncertainties to ensure project success	0 0.0%	0 0.0%	10 15.6%	16 25.0%	38 59.4%	4.4375	.75330
In Gahaya links project, we have risk response plans to reduce the probability of the risk thus cost effectiveness of the project	0 0.0%	5 7.8%	13 20.3%	21 32.8%	25 39.1%	4.0313	.95898
Project managers effectively manages, evaluates and records potential and identified uncertainties to ensure project success	0 0.0%	2 3.1%	11 17.2%	16 25.0%	35 54.7%	4.3125	.87060

Source: Primary data, (2022).



Respondents opinion was sought on whether in In Gahaya links project, quantitative risk analysis is done to analyze numerically the probability of each risk and its consequence on project objectives, as well as the extent of overall project risk to enhance project performance. Majority of the respondents 37.5% strongly agreed, 35.9% agreed, 15.6% were undecided and 10.9% disagreed. Majority of the respondents consisting of 42.2% agreed that in Project risk identification in Gahaya links project is done to ensure strategic performance management of the project, 42.2% strongly agreed, 9.4% were undecided and 6.3% disagreed.

As to whether Gahaya links project, we have developed a model that we apply to correctly identify, respond and monitor risks to save time and money to ensure timeliness in delivery of products, majority of the respondents consisting of 60.9% strongly agreed, 21.9% agreed, 12.5% were undecided and 4.7% disagreed. Another statement related to review process was asked. The respondents were required to rate their opinion as to whether in Gahaya links project, there is a review process after the application of the mitigation measures for the identified uncertainties to ensure project success. Majority of 59.4% agreed, 25% strongly agreed, 15.6% were undecided, none neither disagreed nor strongly disagreed. Majority of the respondents consisting of 32.8% agreed that in Gahaya links project, we have risk response plans to reduce the probability of the risk thus cost effectiveness of the project, 39.1% strongly agreed,

20.3% were undecided and 7.8% disagreed. Finally respondents opinion was sought on whether project managers effectively manager evaluates and records potential and identified uncertainties to ensure project success. 54.7% strongly agreed, 25% agreed, 17.2% were undecided, 3.1% disagreed none strongly disagreed. Overall, the mean of the responses was 4.31 which means that majority of the respondents were agreeing to the statements in the questionnaire.

The standard deviation was 0.87 meaning that the responses were clustered around the mean response. This is in line with Kerzner (2017) who found out that Hazard distinguishing proof figures out which dangers may influence the venture and reports their attributes. According to Kerzner all people related with an undertaking ought to be urged to recognize hazards. It is critical to have the task group engaged with the ID cycle so they can create and keep a feeling of proprietorship and duty regarding the venture chances and related danger reaction activities.

#### **Dissemination planning and strategic performance management**

The third objective was to determine the influence of dissemination planning and strategic performance management in Gahaya links projects in Kicukiro district Rwanda. Table 3 presents the finding on how respondents responded to various statements on the variables on dissemination planning.

**Table 3: Descriptive statistics on dissemination planning**

Statements	1	2	3	4	5	Mean	Std Dev.
In Gahaya links project, stakeholders participate in baseline surveys for formality reasons to ensure project success.	1	2	3	13	45	4.5469	.85319
	1.6%	3.1%	4.7%	20.3%	70.3%		
In Gahaya links project, stakeholder have a controlled influence on the strategy and projects to enhance project performance	0	7	16	20	21	3.8594	1.00581
	0.0%	10.9%	25.0%	31.3%	32.8%		
In Gahaya links project, donors participate in decision making to ensure cost effectiveness of the products	0	2	8	26	28	4.2500	.79682
	0.0%	3.1%	12.5%	40.6%	43.8%		
Gahaya links project management revises the weaving basket project on changes that ensures quality output	3	8	13	20	23	3.8594	1.13902
	4.7%	12.5%	20.3%	31.3%	35.9%		
In Gahaya links project the management sets achievable policies and decisions to ensure meeting the project goals and objectives	0	3	8	14	39	4.3906	.88402
	0.0%	4.7%	12.5%	21.9%	60.9%		
In Gahaya links project the management look into the affairs and expectations of donors to ensure strategic performance of the project	0	0	10	16	38	4.4375	.75330
	0.0%	0.0%	15.6%	25.0%	59.4%		

Source: Primary data, (2022).

Respondents opinion was sought on whether in Gahaya links project, stakeholders participate in baseline surveys for formality reasons to ensure project success. Majority of the respondents 70.3% strongly agreed, 20.3% agreed, 4.7% were undecided 3.1% disagreed and 1.6% strongly disagreed.

Majority of the respondents consisting of 32.8% strongly agreed that in Gahaya links project, stakeholder have a controlled influence on the strategy and projects to enhance project performance, 31.3% agreed, 25% were undecided and 10.9% disagreed. As to whether Gahaya links project, donors participate in decision making to ensure cost effectiveness of the products, majority of the respondents consisting of 43.8% strongly agreed, 40.6% agreed, 12.5% were undecided and 3.1% disagreed. Another statement related to project management revises the weaving basket project was asked. The respondents were required to rate their opinion as to whether in Gahaya links project management revises the weaving basket project on changes that ensures quality output.

Majority of 35.9% strongly agreed, 31.3% agreed, 20.3% were undecided, 12.5% disagreed and 4.7% strongly disagreed. Majority of the respondents consisting of 60.9% strongly agreed that in Gahaya links project the management sets achievable policies and decisions to ensure meeting the project goals and objectives, 21.9% agreed, 12.5% were undecided and 4.7% disagreed. Finally respondents opinion was sought on whether in Gahaya links project the management look into the affairs and expectations of donors to ensure strategic performance of the project. 59.4% strongly agreed, 25% agreed, 15.6% were undecided, none neither disagreed nor strongly disagreed. Overall, the mean of the responses was 4.44 which means that majority of the respondents were agreeing to the statements in the questionnaire. The standard deviation was 0.73 meaning that the responses were clustered around the mean response. This agrees with Sweis (2013) who found out that unresolved project issues lead to inability to meet timelines, cost and schedule, poor project quality, poor reputation, and post implementation disputes.

For the project team to resolve issues adequately, issue identification, tracking, analysis, communication, and control should be well coordinated using the issues log. In addition, Gichoya, (2012) says that involving, training and supporting people who are stakeholders in monitoring and evaluation can produce more accurate data

### Project performance

The study further evaluated the performance of baskets weaving projects in Rwanda. Table 4 presents the finding on how respondents responded to various statements on the variables on performance of baskets weaving projects.

**Table 4: Descriptive statistics on project performance**

Statements	1	2	3	4	5	Mean	Std Dev.
The quality of the baskets from Gahaya links project, is attained by ensuring resources available utilized effective	0 0.0%	7 10.9%	16 25.0%	20 31.3%	21 32.8%	4.4375	.75330
At the end of the weaving project, we ensure that the shareholder is satisfied by the project success	0 0.0%	5 7.8%	13 20.3%	21 32.8%	25 39.1%	4.4375	.75330
By planning effectively on the weaving project, we ensure project objectives are attained	0 0.0%	4 6.3%	6 9.4%	27 42.2%	27 42.2%	4.4375	.75330
In Gahaya links project, ensuring the project product delivery is within the expectation of the beneficiary and clients	0 0.0%	3 4.7%	8 12.5%	14 21.9%	39 60.9%	4.4375	.75330
At Gahaya links project, the baskets are weaved and completed within the stipulated timeline	0 0.0%	0 0.0%	10 15.6%	16 25.0%	38 59.4%	4.4375	.75330

Source: Primary data, (2022).

Table 4 summarizes respondents' level of agreement on project performance. Most (32.8 percent) of the respondents strongly agreed that the quality of the baskets from Gahaya links project, is attained by ensuring resources available utilized effective, 31.3 percent agreed, 25 percent were undecided, 10.9 percent disagreed while none strongly disagreed. Further respondent also agreed that at the end of the weaving project, Gahaya links project ensure that the shareholder is satisfied by the project success as shown by 39.1 percent strongly agreed, 32.8 percent agreed, 20.3 percent were undecided 7.8 percent disagreed while none strongly disagreed. Respondents strongly agreed that by planning effectively on the weaving project, we ensure project objectives are attained as shown by 42.2 percent strongly agreed, 42.2 percent agreed, 9.4 percent were undecided 6.3 percent disagreed while none strongly disagreed. Further,

respondent agreed that in Gahaya links project, ensuring the project product delivery is within the expectation of the beneficiary and clients as shown by 60.9 percent strongly agreed, 21.9 percent agreed, 12.5 percent were undecided 4.7 percent disagreed while none strongly disagreed. Finally, respondent strongly agreed that at Gahaya links project, the baskets are weaved and completed within the stipulated timeline as indicated by 59.4 percent strongly agreed, 25 percent agreed, 15.6 percent were undecided none neither disagreed nor strongly disagreed. This is in agreement with Coldham (2013) who argued that, performance predicts success and success factors affect performance.

### CONCLUSION AND RECOMMENDATIONS

On the objective of project scope planning, the study concluded that project scope planning

influences strategic performance management in Gahaya links projects in Kicukiro district Rwanda. Creating work breakdown structure provides the necessary framework for detailed cost estimating and control, along with providing guidance for schedule development and control. Definition of project scope helps in identifying major project work components, deliverables, and requirements.

On the objective of project risk planning, the study concluded that most project risk planning influences strategic performance management in Gahaya links projects in Kicukiro district Rwanda. Management also considers having a strong risk identification system is important to the successful completion of project. Quantitative risk analysis helps to analyze numerically the probability of each risk and its consequence on project objectives, as well as the extent of overall project risk. Gahaya Links have developed risk response plans to reduce the probability or impact of the risk.

The study concluded that dissemination planning is key success of strategic performance management in Gahaya links projects in Kicukiro district Rwanda project and this has been observed by majority of the weavers. The study also concludes that during the weaving project, project management, and activities sequence are key aspects as they define the logical sequence of work to obtain the greatest efficiency given all projects constrain. Identifying and documenting the specific activities to be performed to produce the project deliverables are critical aspects in project management.

On project scope planning the study recommends that there is need to develop a clear project scope that can facilitate for the project organization to realize the actual magnitude of the work and creates an understanding for the achievements that are required in the project. Likewise, the study recommends that there is need to have a well-designed WBS since it makes it easier to assign clear responsibility to each group of tasks, which is necessary in order for the project organization to gain control of the project.

On project risk planning, the study recommended that risk analysis should be carried out early in a project when the information is highly limited within several areas. To manage risks and opportunities effectively, the analysis must be iterated throughout the project as more and more information becomes clear to the management team. All persons associated with a project should be encouraged to identify risks. It is important to have the project team involved in the identification process so that they can develop and maintain a sense of ownership and responsibility for the project risks and associated risk response actions.

The study recommended that since dissemination planning is one of the most important plans in a project. The development of dissemination planning should be based on the previously developed WBS. Likewise, in order to develop realistic and achievable schedules, it is important that activities are sequenced accurately. The activity sequencing involves identifying logical relationships and dependencies between the project activities. A time schedule without control is fairly useless to the project organization. The control must be carried out regularly and relatively often in order to detect deviations early. This makes it possible for the project team to take necessary actions to avoid longer delays. The dissemination planning must be an iterative process in order for the project team to have updated schedules throughout the project.

### **Suggestions for Further Studies**

The purpose of this study was to investigate the influence of project planning processes on performance of women baskets weaving projects in Rwanda. Further studies that seek to illustrate how much of the variation in project performance can be explained by the various resource planning practices within Gahaya Links Project should be conducted. This will give direction to the project management on which practice to invest more on for better performance.

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