

INFLUENCE OF PLANNING PRACTICES ON  
PROJECT SUCCESS: THE CASE OF EDUCATION  
PROJECT IMPLEMENTED BY TRUE VINEYARD  
MINISTRY RWANDA IN MUSANZE DISTRICT

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Abstract

*Previously, project practitioners recognized that how well project planning is carried out has a significant impact on project success. Through project implementation, data collection, and model analysis, this research intends to investigate the relationship between project planning and project success. Project planning and project success information from 121 respondents Based on the information obtained, project planning is identified as having a direct impact on the project's success (cost and schedule performance). The general objective of the study was to assess the influence of planning practices in project success of education project implemented by true vineyard ministry Rwanda, then specific objectives of the research were to assess to analyze influence of Risk management Plan practices on the success of true education project implemented by true vineyard ministry Rwanda and the influence of financial resource planning practices on the successes of education project implemented by true vineyard ministry Rwandan. The study population was 355 respondents some from true vineyard ministry then the rest were coming from other stakeholders Sampling techniques had been used were Purposive-sampling and random sampling A sample-size of 121 respondents of true vineyard ministry and other stakeholders, Human resource planning practices the objectives we found out that risk-management practices allow for much better control over project financial performance ( $\beta=1.9752, \delta=0.94395$ ) and next one found that risk -management practices make a substantial contribution to project-success ( $\beta=2.1157, \delta=0.92367$  Financial-resource planning practices on project success as shown by ( $\beta=2.0579, \delta=1.05907$ ), Financial-resource planning practices makes easy project-implementation as shown by ( $\beta=1.8595, \delta=0.96873$ ), regulation influences the people to develop projects as shown by ( $\beta=1.9752$ , Based on the findings it shows that the planning practices are the corner stone of project success The tool had been used Statistical Package for the Social Sciences (SPSS) version 16 was used to analyze the data, run correlation and regression analyses, and determine which planning procedures had the most impact on program outcomes.*

**Keywords:** financial resources, project implementation, planning practices and risk management

Project-planning is a form of operation planning whereby the consecutive steps to implement the project activities are carefully mapped out, based on an analysis of relevant information and linked-to the program in which the project takes place and to which it should contribute. Essentially, project planning involves establishing the scope, aims, and objectives of a project. The way in which the project was performed, the roles and responsibilities

of those involved, and the time and cost estimations (project management in public health in Europe, EU Health, 2011).

Worldwide Project performance criteria have evolved from simple quantifiable time, scope, and cost measurements that are primarily linked to project efficiency to measures that have a longer term standpoint directly-linked-to effectiveness and the organizations' impact (Bryde, 2005; Muller, 2016). Pinto and Prescott (1988) propose the identification of critical success factors at the start of the program and their timely incorporation across the project lifecycle. Wateridge (1995) supports this idea by observing the will to make clear project performance criteria. To decrease the subjectivity of the definition of project success, it is important that the project stakeholders develop a clear perception of the similar before the project is started.

Many authors, like Pinto and Prescott (1988), have written on the influence of planning on project success, proposed identification of critical success factors at the start of the project and their timely incorporation across the project lifecycle. Wateridge (1995) supports this view by observing the need to clarify project success criteria, select project CSFs at project start-up, and confirm that-all stakeholders agree with their definition. According to DDE (2016), Rwanda's economy has enjoyed a high rate of economic expansion for 10 years in the past. Assuring its future growth and development, Rwanda is exploring possibilities for increasing its power grid, more roads, the expansion of hygiene facilities, telecommunication networks, and large-scale investment to expand its infrastructure. These projects have a major role to play in the economic progress of a country. (DDE 2016) They are the building blocks for generating additional capital and for ensuring the flow-of goods-and-services to the nation. They have been investing a large amount of money in projects related to industries with the view to enhancing people's standard of living economically and socially. The initiatives are planned with efficient administration in mind, with the goal of achieving sufficient turnover to fund their own future growth. Despite any type of project's significant positive effect on emerging country economies and its role in national progress, the quality of the project is carried out in a third world nation still remains generally low or poor. As Idoko (2008) noted, "... the large number of projects in developing countries meet with the issue of time and the higher cost than what had been planned, and they do not manage to reach the planned benefit or are even totally terminated and neglected before or after their completion."

It is the same case with other developing countries. Any type of project in Rwanda has the same problems and humps that it has in other developing countries. For instance, the investigated program reporting document and the survey questionnaire show that 79.06 % of the project fails to meet its objectives in Rwanda Mpakaniye, J. P. (2017) Given the critical role the

project plays in Rwanda and other developing countries, improving the performance of the program ought to be a priority action.

Project planning is a form of operation planning whereby the uninterrupted steps to implement the project activities are carefully mapped out, in light of a review of pertinent data and in relation to the overarching program to which the project belongs and for which it must make a contribution. Simply said, the first step in each program's design process is defining its parameters. plans for carrying out the work, assigning duties, and determining how long and how much money it will take (Fine *et al.*, 2012).

Rwandans have enjoyed a high rate of economic growth for the past decade. Rwanda seeks to provide more electricity, more roads, expanded sanitation facilities, telecommunication networks, and large-scale investment to expand its infrastructure in order to maintain its achievement for continuous growth. G. Frazer (2016). Our WARP team is working in the Gahanga sub-district of Kicukiro. Specifically, this study aimed to find how the WARP massive program in the Gahanga sector of Kicukiro-District fared as a result-of three factors: the quality of the planning-process, the level of management backing, and the owner's expertise. The first bridge on the way to Shyira from the Musanze and Nyabihu districts, the Nyamutera Bailey Bridge, was examined by a delegation from the office of infrastructure. The bridge was fully completed and usable and could support 30-ton weight vehicles. This had been completed on time because of good planning. These projects have a major role to play in the economic development of a country. They are the building blocks for generating additional capital and for ensuring the flow-of goods-and-services to the nation. Despite any type of significant assistance to the economies of developing countries and the critical role it plays in the enhancement of the countries, the performance of the program productivity in developing countries still remains generally low or poor. As Idoko (2008) noted,"... In many third-world nations, initiatives go over budget, don't provide the promised results, or are scrapped altogether." The BDF was brought in to assist Rwandans in consulting and navigating the project proposal, with the main goal of understanding how it had been planned and reducing the failure of Rwandan programs, particularly micro projects. Therefore, systematic improvement in project planning is needed to enhance the project performance. In addition, identifying the main problem areas in project planning activities and taking appropriate action is required. As far as we can tell, there hasn't been much study done on this topic-in the nation. This investigation is thus undertaken to fill the gap by paying a lot more attention to how preparation affects the outcome of a program. After looking at Rwandan program development and figuring out what was wrong with it, this study laid out what is known to be needed in terms-of data, actions, and processes to fix the problem in the current vineyard ministry in Musanze-District.

### **Research hypothesis**

Risk management Plan practices do not positively influence education project success implemented by true vineyard ministry Rwanda and financial resource planning practices do not enhance education project success implemented by true vineyard ministry Rwanda.

### **Risk-management and project-success**

Since risk is always related with risks (or opportunities) of unknown occurrences to projects, Ward and Chapman (2003) suggest that all of project risk-management should center on handling uncertainty. Zwikael and Ahn's research shows a correlation among the use of risk-management strategies-and the completion of successful projects (2011). After the global financial crisis of 2008, risk-management has emerged-as a top priority for today's leaders and professionals working on projects. The results-of ex-post assessments of project or even verification of los business opportunities for companies are clear signals that this evidence has become more intense. Few efforts have been made-in the area-of risk-management, despite its importance to project-success (Zwikael&Ahn, 2011). The ability of a project-manager to recognize these limits and create strategies for working within them is crucial to the team's achievement (Management for Development Series, 2007). To that end, they polled 701 project managers across seven different industries in three countries (New Zealand, Israel, and Japan). Besner and Hobbs (2006) argue that informing project stakeholders of potential risks is an essential-managerial practice. 28 Traditional methods of risk-management, as shown by Ward and Chapman (2003), place too much emphasis on variable occurrences and too little on the perspective-of preexisting uncertainties in projects. A project's dates, expenses, and quality are all examples of variables that might take on varying values, according to this view. Since there is prejudice in the conduct-of persons engaged, limited information, and ambiguous circumstances, uncertainty is indeed related with the lack-of clarity of the facts, the details, and the systems, among other variables.

### **Financial resource planning practices and project-success**

Evaluations by History and the coming projections helps plan and predict the future, allowing you to make bigger much better control over your organization's financial performance. The first step in the strategic-planning-process is to address-the WH questions like "Where are we?" and "What do we have to work with?" Examination of recent past and changing contexts both internal and external of the state, program, project or sub-program allows stakeholders to assess current positions. Answering the questions of what we have to put into action with involves consideration of where there is strengths and weaknesses so that we can minimize the weakness and boost the strength.

Next, decide where you want-to end up. Choosing who will carry-out the business-plan to preserve the vision is a delicate matter, since the vision

itself is rooted in the values of individuals participating in the process. A project's vision is turned into a mission statement, which is an all-encompassing declaration of what the project hopes to accomplish. (Pinto, 1986; Chatzoglou and Macaulay, 1996). Planning is the process of organizing a project's resources so that they may be used most effectively to reach the goal (Hore et al. 1977; Faniran et al. 2000). "one-of the major instruments that stakeholders utilize to guarantee that initiatives are successful," as Naoum et al. (2004) put it. Mission Statement of Organization or Program It's possible that states and communities serve several goals and so don't need vision statement. In the absence-of a framework for crafting mission statements that may accommodate competing objectives, planners should instead establish a number-of distinct vision statement that each focus on a single objective (Erica, 2013).

Step two of planning is to define objectives. long-term circumstances that would be ideal for a country, region, organization, or project. The state, department, or program's goals reveal the path it plans to take-in the future. For instance, one of Rwanda's goals was to have household happiness become the norm by 2010. Vision of the Rwandan Government (2020). Following the establishment-of a vision and the establishment-of objectives, planners must next consider how to go about achieving those objectives. The next stage is to put those plans for success into words. Both the organization's strengths and limitations should be reflected in the strategy. A tiny workplace, for instance, got be aware that its limited space is both an asset and a liability. Due to its small size, the company would be limited to using techniques that don't call for extensive investments in human resources, but would be free to use methods that call for the widespread diffusion of knowledge. Understanding where you excel and where you may need improvement is crucial for developing workable solutions (Schilder, 1997).

Planning, as described by Faniran, Oluwoye, and Lenard (1998), is figuring out how to go from where you are to where you want to go, based on a set of goals you've already established. It's the act of conveying the project's goals and timeline to those who have a stake in its success. When designing an RBA system. While this inquiry is built into some strategic planning procedures, others choose to approach it in a different way. Defining goals, indicators, and standards is essential for measuring progress.

Goals are the intermediate steps toward the long-term success of an endeavor to enhance the lives-of children, families, and communities. Indicators give a measurable evaluation of the intended state of well-being using numerical data. Performance is compared to these predetermined standards, or "benchmarks," which are goals specified in terms of certain metrics and time limits. SCI (2021). (2021). Despite the fact-that the contract time was shorter than three years, the Kigali Convention Centre has been under development for six years. The Office of the Auditor

General of State Finances (OAG) notes in their annual report that there have been delays and cost overruns at Bushenge Hospital and wasted expenditure on the projected King Faycal expansion project.

**Research methodology**

Mugenda & Mugenda (2003) define a study population as consisting of the total-collections of elements about which the study wants to make some inferences. So, the study population was 355 respondents some from true vineyard ministry then the rest were coming from other stakeholders. A sample-size of 121 respondents of true vineyard ministry and other stakeholders, where we could find this number of 121 from members of true vineyard ministry and other stakeholders all-of them were selected using purposive sampling technique which convenient to select respondent who can best-meet the purposes-of the survey. These sampled respondents from true vineyard ministry and other-stakeholders are from where decisions regarding lending are made and measured and these were the people who meet face to face with planning practices and I was in a better position to make unbiased judgments.

**Findings**

This section involved presentation, interpretation and analysis of the findings of involved variables by using descriptive statistics of variables. For analysis researcher used maximum, minimum, mean and standard deviation.

**Risk management Plan practices**

The second purpose-of the survey-is to identify how the implementation of the risk-management strategy has affected True Vineyard Ministry's performance. In order to do this, participants-were required to indicate how much they agreed with a statement measuring the impact of risk-management plan techniques on the accomplishment-of a project. Means and standard-deviations needed to compile the responses.

**Risk management Plan-practices**

	N	Mean	Std. Deviation
Risk management Plan practices is the vital step for project-success	121	2.2562	.97919
Risk-management Plan-practices allows to expand much better control over project financial-performance	121	1.9752	.94395
There is a great contribution of Risk-management Plan practices on project-success	121	2.1157	.92367
Risk management Plan practices show accuracy and reliability	121	2.2149	.98494
There's a contribution of Risk-management Plan practices on taking any decisions	121	1.9752	.96145
Valid N (listwise)	121		

Source. Source: Researcher

Table 4.7 shows that respondents-agreed with the statement-that risk management practices are essential for project success (=2.2562, =0.97919); that risk-management practices allow for much better control over project financial performance (=1.9752, =0.94395); that risk -

management practices make a substantial contribution to project-success ( $=2.1157, =0.92367$ ); and that risk -management practices demonstrate accurate prediction of project outcomes. Whenever there’s a choice to be made, it’s vital to factor in the best practices for risk management. (Equal, 1.9752, Equal, 0.96145) This suggests that risk-management procedures have an important impact in the final outcome of a program. The evaluation of potential dangers has been around for quite some time. The Athenians, more than 2400 years ago, presented their ability to weigh the potential consequences of an action before taking it-as a gift to the world (Bernstein, 1996).

**Financial resource planning practices**

The third objective is to assess-the influence of budget planning-practices on the successes-of true vineyard ministry. To win, the participants required to is how their level-of agreement-on the statement related to the assessment of financial resource planning practices used on project success. Responses were summarized using mean ( $\bar{X}$ ) and standard-deviation.

**Descriptive Statistics on financial resources**

	N	Mean	Std. Deviation
Financial-resource planning-practices on project-success	121	2.0579	1.05907
Financial-resource planning-practices makes easy project implementation	121	1.8595	.96873
Financial-resource planning-practices means a lot on project feasibility	121	1.9835	1.15458
Financial-resource planning-practices is significance in the management-of returns on investment	121	1.9504	.97341
The TVM leaders ,they have a good understanding on Financial resource planning practices	121	1.8512	.88187
Valid N (listwise)	121		

**Source. Source: Researcher**

From table 4.8 is hown that the respondents mostly strongly agreed with statement that Financial-resource planning practices on project success as shown by ( $\bar{X}=2.0579, \delta=1.05907$ ), Financial-resource planning practices makes easy project-implementation as shown by ( $\bar{X}=1.8595, \delta=0.96873$ ), Financial resource planning practices means a lot on project feasibility as shown by ( $\bar{X}=1.9835, \delta=0.115458$ ), Financial resource planning practices is significance in the management-of returns on investment as shown by ( $\bar{X}=1.9504, \delta=0.97341$ ). The TVM leaders, they have a good understanding on financial-resource planning practices. As shown by ( $\bar{X} =, 1.8512, \delta=0.88187$ )

This shows the importance-of good financial-resource planning procedures in every aspect of a project's success. According to its proponents, project risk management is "the art and science of recognizing, assessing, and responding to risk throughout the life of a project-in the best interests of accomplishing project objectives." Managing the risks associated with a project entails foreseeing and preparing for any and all potential setbacks that might compromise the project's outcome. Numerous studies have

found that poor risk-management is a major-contributor to project failures and issues.

**Project success**

The respondents required to show their level of agreement-with the statement related to project sustainability as a dependent variable. Responses were summarized using the mean () and standard deviations.

**Project success**

	N	Mean	Std. Deviation
Project structure affect the Sustainability	121	1.7769	.84150
Project environment contribute on Sustainability	121	2.0496	.92061
The project-management skills-plays a big role on project Sustainability	121	1.6777	.81869
Low materials have impact on the Sustainability	121	1.8843	.76583
Project Sustainability is the product-of good project planning	121	2.0000	.86603
Valid N (listwise)	121		

**Source: Researcher**

Table 4.10 shows that respondents agreed that (=1.7769, =0. 84150) that the project structure impacts sustainability, (=2.0496, =0. 92061) that the project-environment contributes to sustainability, (=1.6777, =0. 81866) that project management skills play a significant-role in sustainability, and (=1.8843, =0. 76583) that low materials have an impact on sustainability. As shown by the equation (=, 2.0000, =0. 86603), a well-planned project is one that can be maintained throughout time. This shows the importance-of project-sustainability in every aspect-of the team's achievement.

**Discussion**

From the results shown-in table 4.16, the R2 value of 0.08 suggested that the risk-management plan practices accounted for 80% of the variation-in project sustainability. Table 4.16's findings suggested that the models modified R2 = 0.001 (shown in the model summary's coefficient of determination) adequately explains the info. The investigation demonstrated that 10% of the variance in project sustainability may be attributed to risk-management plan methods, proving the model's predictive accuracy.

The results shown the ANOVA statistics show that the significance ( $p = .335^b$ ,  $F=.936$ ) was less than the recommended critical significance at 0.05. Therefore, the regression model was statistically significant in predicting how Risk-management Plan-practices influence Project Sustainability. Since the p-value was less than 0.05 ( $P\text{-value}=.0335^b$ ) obtained, then alternative hypothesis was accepted while null hypothesis was rejected. Meant there was significant effect among human-resource and project-sustainability. The results on estimated coefficient model between Risk-management Plan practices and project sustainability. The results show a strong positive linkage among risk-management and project sustainability. Where the regression coefficient of risk-management was 0.08 ( $p\text{-value} = 0.000$ ). This implied that risk-management had a strong positive linkage with project-sustainability under this study. The following regression



equation was obtained:  $Y = 1.814 + 0.88X_1 + e$ , where  $Y$  = project sustainability,  $X_1$  = risk-management, and  $e$  = error term. It is implied that, holding other factors constant to zero, the project's sustainability would be achieved at a unit-of 1.814. It was also indicated that a unit increase-in risk-management would cause an increase in project sustainability by a factor of 0.88. The questionnaire needed to generate the data and was tested using Analysis of Variance (ANOVA). Results shown significant effects-on project sustainability and risk-management has a +ve linkage with project sustainability.

The next objective was to identify the influence of financial resource planning-practices on the successes of true vineyard ministry. The result showed that the correlation coefficient ( $R$ ) = 0.055a showed a strong linkage in financial resource planning-practices and project-success is remarkable. Considering  $R^2$  in statistics indicates the variation-in the dependent-variable due to the independent-variable, from table 4.19, the  $R^2 = 0.003$  shown financial resource planning practices explained 30% of the change in project sustainability. The results show the coefficient of determination, adjusted  $R^2 = 0.005$  found from the model summary, coefficient of determination required to explain whether the model is a good predictor. The results showed that financial resource planning practices contributed to 50 % of the variation-in project sustainability, which shows-that the model is a good prediction. Good project planning of the variety of resources, like financial and its allocation and planning, is compulsory for the success-of any project (England, 2013). It has observed from the surveys of Majeed and Soljak (2014) that performance with relation to poor resource-management has been poor.

### **Recommendation**

Government should come up with the training curriculum to boost the limited capacity project planning in the way that they can perform better than to day for project sustainability.

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## **PLANNING PRACTICES & PROJECT SUCCESS**

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