

## **EFFECTS OF PROJECT RESOURCE PLANNING PRACTICES ON PROJECT PERFORMANCE OF AGASEKE PROJECT IN KIGALI, RWANDA**

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**ABSTRACT:** *The effectiveness of Project Resource planning can be measured in terms of the extent to which it influences project performance or project implementation. The Research topic tries to assess the effects of project resource planning practices on project performance of Agaseke project in Kigali city in Rwanda. The general objective of this study was to assess the effects of Project strategic planning on project performance. Specific objectives of the research were to determine the effects of human resources planning practices on Agaseke project service quality, to analyse the effects of financial resource planning practices on the Agaseke project and to analyse the effects of Material and time resource planning practices for timely implementation of Agaseke project. The research design to this study employs a Cross-sectional study design that uses both quantitative approach. The target population of the study is all women who are members of Agaseke Project in the city of Kigali in Kicukiro, Gasabo and Nyarugenge districts estimated to be 3,800 women. Purposive sampling technique was employed for a target group of 400. The sample size of the research is 120 respondents. Questionnaire was used in order to collect primary quantitative data will a focus group discussion in-depth interview guide would be used to collect qualitative data. Quantitative data will be analysed by use of SPSS version 16.0 will narratives of themes and sub themes was used to analyse qualitative data. Information from primary data will be presented using Graphs, bar charts, tables and pie charts. Ethical issues will be sort out from the Kigali City administration to carry out the research with Agaseke project members while Jomo Kenyatta university of Agriculture and Technology authorised me through a signed letter to enable the research to be carried out. An informed consent form will be given to each participant to sign before participation in this research.*

**KEYWORDS:** *Project, Resource Planning, Project Performance, Agaseke, Rwanda*

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## **INTRODUCTION**

### **Background of the Study**

Thompson, *et al* (2007) note that a company's strategy is the management's action plan for running the business and conducting operations. The crafting of a strategic plan represents a managerial commitment to pursue a particular set of actions in growing the business, attracting and pleasing customers, competing successfully, conducting operations and improving the company's financial and market performance. Thus a company's strategic plan is all about how management intends to grow the business, build a loyal clientele and outcompete rivals. In choosing a strategic plan, management is in effect saying among all the many different business approaches and ways of competing we could have chosen, we have decided to employ this particular combination of competitive and operating approaches in

moving the company in the intended direction, strengthening its market position and competitiveness and boosting performance. The strategic planning choices a company makes are seldom easy decisions and some of them may turn out to be wrong but that is not an excuse for not deciding on a concrete course of action.

Ansoff, (1990) notes that the environment is constantly changing and that the only constant is change. Organizations have to be proactive at the strategic planning level and continually adapt to changes to survive the turbulent environment. The environment presents firms with opportunities and threats and therefore strategies that match capabilities to the environment are required. Kotler (1999) further notes that turbulent environmental changes can render yesterday's winning strategies obsolete. Organizations need to have the right fit between their internal structures and their external environment in order for them to function effectively and efficiently.

Strategic planning is a continuous, systematic process that helps project to anticipate and plan their annual and multi-year goals and activities by analysing their system specific strengths, weaknesses, threats, and opportunities, Higgins and Vincze, (1993). Strategic planning processes are critical to project success. Different from classic project planning, the strategic variety involves vision, mission and outside-of-the-box thinking. Strategic planning describes where you want your project to go, not necessarily how you're going to get there, Mintzberg, (1994). Nonetheless, it seems evident that the planning performance relationship bears significantly on strategic management research and practice and those scholars should not abandon this line of enquiry altogether, Pearce and Robinson, (1994).

This study re-evaluates the planning performance research; the critical assessment of strategic planning and its impact on organizational performance. Pearce and Robinson, (1994) have said that Strategic planning can be defined as the process of using systematic criteria and rigorous investigation to formulate, implement and control strategy and formally document organizational expectations. Strategic Planning is a process by which we can envision the future and develop the necessary procedures and operations to influence and achieve that future. As in many other fields, strategic planning professionals often cloak their work in pseudoscientific jargon designed to glorify their work and create client dependence. In reality, strategic planning processes are neither scientific nor complex. With modest, front-end assistance and the occasional services of an outside facilitator, organizations can develop and manage an on-going and effective planning program.

Strategic planning consists of a set of underlying processes that are intended to create or manipulate a situation to create a more favourable outcome for a project. This is quite different from tradition tactical planning that is more defensive based and depends on the move of competition to drive the project's move, Pearce and Robinson, (1994). In project, strategic planning provides overall direction for specific units such as financial focuses, projects, human resources and marketing. Strategic planning may be conducive to productivity improvement when there is consensus about mission and when most work procedures depend on technical or technological considerations, (Higgins & Vincze, 1993).

In Rwanda the majority of people below the poverty line are women. After the 1994 Genocide in Rwanda majority of women lost their male breadwinners and as a result many women were forced to be the heads of households. Majority of these women are uneducated and do not have any skills which makes it difficult to find employment and sustain themselves and their families, (RIEPA 2007)

**Table 1.1: Population of Rwanda and Kigali city showing sexes, Males and females.**

S/No	LOCATION	BOTH SEX	MALES	FEMALS	TOTAL%
1	Rwanda	10,515,973	5,064,868	5,451,105	100
2	Kigali City	1,132,686	586,123	546,563	100
3	Nyarugenge	284,561	148,132	136,429	25.2
4	Gasabo	529,561	274,546	255,015	46.7
5	Kicukiro	318,564	163,445	155,119	28.1

*Source: Dissemination of the 4<sup>th</sup> population and housing census results, NISR, (2012).*

Various projects to provide an opportunity for vulnerable, unemployed and landless women of Kigali City, by supporting them to create their own employment and a sustainable livelihood thereby enabling them to redeem themselves and their families, out of extreme poverty have been in the growth, RIEPA report, (2011). One of the project being the AGASEKE project.

Agaseke Project is a Rwandan Handcrafts Making Project established in 2007 in Kigali City, with support and partnership of Imbutu Foundation, and Rwanda Investment and Export Promotion Agency (“RIEPA”). The project encourages women to get organized in cooperatives so that it is easier to provide them with the support they need. Women have so far formed 16 cooperatives in all the three districts of Kigali City namely Gasabo, Kicukiro and Nyarugenge, RIEPA report, (2011).

This study draws from some of the many publications on the use of strategic planning in the private sector and from the growing number of those that deal with its uses and potential for the public sector. One of the major purposes strategic planning is to promote the process of adaptive thinking or thinking about how to attain and maintain firm environment alignment Ansoff, (1991).

### **Statement of the problem**

Different past and recent research studies have made it clear that there is an increased internal and external uncertainty due to emerging opportunities and threats, lack of the awareness of needs and of the facilities related issues and environment and lack of direction. Hamilton, Gibson, (1996).

Many project managers spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for them. This is called crisis management. Projects caught off guard may spend a great deal of time and energy playing catch up. They use up their energy coping with immediate problems with little energy left to anticipate and prepare for the next challenges. This vicious cycle locks many organizations into a reactive posture (Moris, 1994).

This research study was used to assess the effect of project resource planning practices on project performance of Agaseke project in Kigali, Rwanda. Project strategic planning on project implementation, which at the long run enhances project success.

## **Objectives of the study**

### **The General Objective**

The general objective of this research was to investigate the impact of project resource planning processes on project performance of Agaseke project in Kigali, Rwanda.

### **Specific objectives**

The research project was guided by the following specific objectives:

1. To determine the effects of human resource for planning practices on Agaseke project service quality.
2. To analyze the effects of financial resource planning practices on the Agaseke project cost performance in Kigali city.
3. To identify the effects of material and time resource planning practices on the Agaseke project in Kigali City.

### **Research questions.**

The major research questions of this study were:

1. What is the effect of human resource for planning practices on Agaseke project service quality?
2. To what extent does a financial resource planning practices shape on the Agaseke project cost performance in Kigali City?
3. What are the effects of material and time resource planning practices on the Agaseke project in Kigali City.

## **LITERATURE REVIEW**

### **Theoretical framework**

#### **Theory of Change**

The resource-based view (RBV) theory argues that firms possess resources, a subset of which enables them to achieve competitive advantage, and a subset of those that lead to superior long-term performance. Resources that are valuable and rare can lead to the creation of competitive advantage. That advantage can be sustained over longer time periods to the extent that the firm is able to protect against resource imitation, transfer, or substitution (Barney, 1991). Theory of Change (Harris 2005) defines all building blocks required to bring about a given long-term goal. This set of connected building blocks—interchangeably referred to as outcomes, results, accomplishments, or preconditions is depicted on a map known as a pathway of change/change framework, which is a graphic representation of the change process.

Agency theory (Eisenhardt, 1989), describes the firm as a nexus of contracts. It is about goal incongruence between owners/principals/managers/shareholders and employees. Both sides in the contract operate with self-interest and guile. Contracts between parties operate best when they are efficient in sharing of risks and information and they recognize the variability of party's goals. Agency theory suggests that boards of directors act as monitors hired by shareholders over executives. Early scientists (Mintzberg and Waters 1996) refer strategy as learning. The two draw a distinction between deliberate (or planned) strategies and emergent strategies. They argue that deliberate strategy focuses on ensuring that managerial intentions are realized in action. Emergent strategy is mainly about learning. Rational analytical regards strategy formulation as a formal and disciplined leading to a well-defined organizational wide effort aimed at the complete specification strategies( Hax and Majluf, 1996). This view has also been supported by Michael Porter(1980 and Ansoff, 1991). A firm may enter the market space with high resources and if the resources are not well utilized then the performance is compromised. The resource based theory here acts like an economic tool that is used to determine the strategic resource available to a firm. Applications of the resources are at the firm's disposal, and require being part of the strategic formulation (Peteraf & Barney, 2003).

### **Planning Theory**

The planning theory of projects is thoroughly described from the point of view of different knowledge areas in the PMBOK Guide. The planning processes are structured into core processes and facilitating processes, Koskela, Lauri & Gregory, (2002). There are ten core processes: scope planning, scope definition, activity definition, resource planning, activity sequencing, activity duration estimating, cost estimating, and schedule development, cost budgeting and project plan development. The output from these processes, the project plans, makes up an input to the executing processes.

The planning processes dominate the scene in the PMBOK Guide: in addition to the ten planning processes, there is only one executing process and two controlling processes. The emphasis is on planning, with little offered on executing especially. Comparison to theories in the general field of operations reveals that the perspective is that of management-as-planning, Johnston & Brennan, (1996).

Here, it is assumed that the organization consists of a management part and an effect or part. Management at the operations level is seen to consist of the centralized creation, revision and implementation of plans. This approach to management views a strong causal connection between the actions of management and outcomes of the organization. By assuming that translating a plan into action is the simple process of issuing "orders", it takes plan production to be essentially synonymous with action, Koskela, Lauri & Gregory, (2002).

There is another approach to management, called management-as-organizing, which has been presented as a counterpart to management-as-planning, Johnston, 1995, Johnston & Brennan, (1996).

Here it is assumed that human activity is inherently situated, i.e. a response to the situation in question. Thus, the structured nature of the environment may contribute to purposeful acting. Another important difference to the management-as-planning model is that the agent consists of interacting sub-units, i.e. they are capable of sensing, planning and acting. Instead on central representation, it is assumed here that there are several representations for different sub-units, Koskela, Lauri & Gregory, (2002).



Communication is non-hierarchical, based on interaction between sub-units. In this approach, management involves design, co-ordination and enabling of otherwise autonomous activities. Especially, management is focused on structuring the physical, political and cultural setting of action. It is important to note that it is not a question of internally consistent theories, but of theoretical orientations, that have implicitly been used. Also it is noteworthy that the approach of management-as-organizing is not exclusive; rather representations and plans are accepted as one possible basis of purposeful action, Lauri & Gregory, (2002)

The proponents of the management-as-organizing model have presented several strands of critique against the management-as-planning model. First, it has been held that it is not generally possible to maintain a complete and up-to-date representation of the current circumstances and the plan to change them. Secondly, the absolute separation of management and execution is not seen to adequately correspond to organizational reality. Thirdly, the plans push tasks to execution without taking the status of the production system into account. The two last aspects mean that this models “leaves the task of management essentially uncoupled from everyday activity” .Also the model implies that the process and outputs of planning are not questioned,Johnston & Brennan (1996).

Variation or deviation from the original project plan could be described as a major case of project failure. Project monitoring and control could only effect corrective actions to bring deviated project plans on course, but failed to take cognizance of identifying and analyzing the root causes of such variations. Also project monitoring and control are not cost and time effective to implement. This study therefore intends to fill these gaps created by project monitoring and control. Reports show that there is a tendency for some designers to make changes during design in order to please he clients without regard to the impact on these changes on the project cost and schedule. He also says that changes can be catalogued as either project development or scope growth. Project development relates to changes that are needed to accommodate the projects original scope; the scope that was approved before starting the design process, Oberlender (2000).

These changes, though inevitable usually add cost and time to the original design. The usual practice is that the lead designers must develop a system of monitoring the design effort to ensure that work is progressing without excessive billable hours, but is still producing adequately defined plans and specifications for the contractors to execute the work during construction. Though this will reduce construction contractor’s complaints of pretty drawings that are full of error and lack constructability, they will still add to cost and time of the project, Morris, (1994).

This study favours identifying the salient factors responsible for scope growth and other variations in plans, address them accordingly before the final project design with a view of mitigation or eliminating the negative impacts. It is therefore imperative that every propose change must be subjected to a formal review and approval process that considers cost and schedule implications as well as the quality specification and standards; plus consequential effects on other activities. The authority to approve changes during design must be limited. It is a fact of life that changes and variations in plans occur during the implementation stages of projects and they might result to project failure if not properly rectified. It is believed that project managers need to be ready always to address the problems, Morris, (1994).

The earned-values system presented by researchers can be determined by multiplying the percent complete times the budgeted designed hours for each task. The earned-value can be

compared to actual design-hours billed to the job and the planned design-hours to measure the performance of the design process, Oberlender, (2000).

### **Empirical Literature**

In 1999, empirical researchers began to examine the performance and consequences of formal strategic planning (Thune and House, 1999; Ansoff 2000; Herold, 2001) and over 40 planning-performance studies have appeared since that time. However, in recent years this line of research has slowed to a trickle and with good reason: Previous studies lacked theoretical grounding, produced a bewildering array of contradictory findings, drew heavy criticism for inadequate methodologies and had little or no discernable net impact on strategic management research or practice (Shrader 1984; Pearce 1987).

Two different studies both by Waweru (2002) and Mpungu (2003) found out that in order to ensure survival and increased performance of audit firms; small firms adjust their strategic variables depending on their uniqueness. According to a study by Abdullahi, (2000) Audit offices face a common set of challenges in conducting performance audits. These concerns pertain to the profession as a whole, as well as to audit offices just getting started. The essence of strategy is highlighted by Githae (2004) as a learning action, a behavioral, holistic and continuous process especially in the achievement of the performance in audit firms. In the face of turbulence and complex environmental conditions brought about by such factors as liberalization, effective strategies and appropriate strategic management process is vital for any organization to survive. The strategies for mature and changing industries suggested by Waweru, (2002) infer that opportunities exist for auditing firms operating in these industries. Pearce, and Robinson, (2003) in their study on strategic planning of audit firms stated that, if strategy is about getting a winning formula, competitive strategies are those that not only enable audit firms succeed and perform today, but ensure that they get an edge over competitors as well enabling survival in the long run. One of the major purposes of strategic planning is to promote the process of adaptive thinking or thinking about how to attain and maintain firm environment alignment (Ansoff, 1991). Firms, however, appear to gain more because they can derive considerable benefits not only from adaptive thinking, but also from integration and control. Evered (2000) suggested that the different uses of the term strategic planning vary from broad ones.

### **Conceptual Framework**

In this study the dependent variable is Agaseke project performance, while the independent variables are project resource planning practices. Human resources, financial resource and material and time resource are among the planning practices encountered in this framework. The variables and their relationship are shown in the figure below.

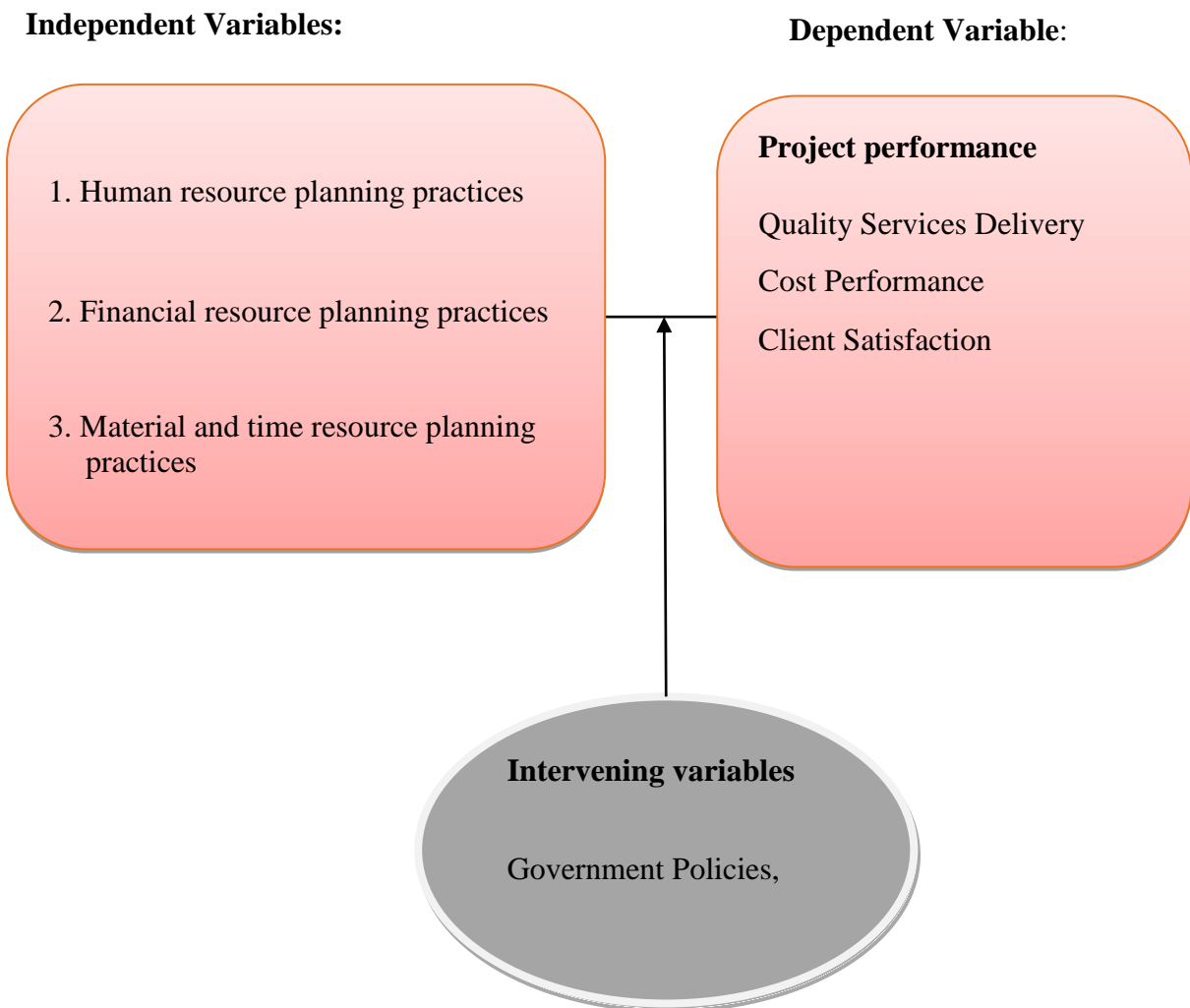


Figure 2.1: Conceptual frameworks

Source: Researchers literature review.

### Human Resource Planning Practices

Projects usually have a wide variety of objectives, involve numerous internal and external actors, and are conducted in various activity sectors. Since 1980, many academics and practitioners have agreed that human resource management (HRM) is one of the most crucial elements of an organisation’s success, Dvir, Raz and Shenhar, (2003).

Today, HRM is being renewed in organisations and gradually affirming its strategic role. However, the results of an empirical study by Pinto and Prescott contradict this trend. In a field study designed to test changes in the importance of ten critical success factors across four stages of the project life cycle, the authors concluded that the ‘‘personnel ‘factor is only a marginal variable in project success, Dvir, Raz and Shenhar, (2003). In this study, human resource practices refer to a combination of individual skills and organizational routines, which are routinely used as a part of the organization. These consists of three components:



One, Culture which refers to the beliefs, values, norms and management style of the organization; Two, Organizational structure- job roles and reporting lines of the organization; Three, People- the skill levels, staff potential and management capability, and; Four- human resources systems- the people focused mechanisms which deliver the strategy e. g. employee selection, communications, training, rewards and career development, Dvir, Raz and Shenhar, (2003).

According to Huang, (2000), Human Resource Management practices are one area that influences employees' intention to leave, levels of job satisfaction, and organizational commitment.

Bratton and Gold, (2007), illustrates the function of human resource management as "the process of linking the human resource function with the strategic objectives of the organization in order to improve performance". They added that Human Resource Management is a managerial process requiring human resource policies and practices to be linked with the objectives of the organization.

A Company's Human Resource Management practices contribute to increased performance and thus help it to grow and gain sustainable competitive advantage. These studies attempted to answer the question of whether or not human resource management practices have a crucial role in the creating a high financial performance and sustaining a competitive advantage in a fast changing environment as cited by researchers, Huang, (2001). Bratton and Gold, (2007) define HR planning as "the process of systematically forecasting the future demand and supply for employees and deployment of their skills within the objectives of the organization". Werner and De Simone, (2006), human resource planning helps companies predict how changes in their strategy will affect their HR needs. Planning the workforce needs of any company is very critical and important especially in the rapid changes in external market demands. Koch and McGrath, (1996) found a positive relationship between HR planning and labour productivity. 18 Staff welfare encompasses several factors; Participation and Involvement, Compensation and Benefits, Recruitment and Selection, Training and Development, and Participation and Involvement among others. Putting in place employee involvement program afford employees with opportunities to reflect their own attitudes and work experiences, as well as their own hopes for the future, Bratton and Gold, (2007).

Batt, (2002) states that high involvement practices may influence organizational performance and that employees' involvement in problem-solving and self-directed teams may increase autonomy and satisfaction. Motivating employees through a good reward system constitutes a difficult and challenging task for general managers as it can positively affect employees' behaviour toward their jobs and increase their commitment and thus their performance.

Armstrong & Murlis, (2007) states that reward strategies are an important part of an organization's HRM and should be bundled with other HR practices so that they complement and reinforce one another. Bratton & Gold (2007) found that motivation through a good reward system can lead to an increase in employees' productivity.

Kalleberg & Moody, (1994) states that some forms of compensation such as profit sharing is used as a strategic variable to improve firm competitiveness because it ties the interests of workers more closely to that of the organization and thus enhance their efforts and lead to better performance.

Wright et al, (1999) examined the impact of other HR practices (selection, training, technical expertise, leadership and management style) and participation of the financial performance of 190 US petro-chemical refineries. Their results confirmed the existence of a direct relationship between selection, training, leadership and management styles with workforce motivation. However, they found that only under highly participative systems, HR practices (selection, training, leadership and management styles are positively related to firm performance.

Batt, (2002) examined the relationship between human resource practices, employee quit rates, and organizational performance in the service sector. His findings confirm that, firms emphasizing high skills, employee participation in decision making and in teams, and human resource incentives such as 19 high relative pay and employment security, have lower quit rates and higher performance, sales growth.

### **Financial resource planning Practices.**

Based on historical record and future projections, this assessment helps plan and predict the future, allowing you to gain much better control over your organization's financial performance. The first step in the strategic planning process is to address the questions "Where are we?" and "What do we have to work with?" Examination of recent history and changing contexts both internal and external of the state, program, project or sub-program allows participants to assess current positions. Answering the question of what we have to work with involves consideration of strengths and weaknesses and determination of how to capitalize on strengths, Erica Olsen, (2013).

The next step in the process is answering "Where do we want to be?" As the articulated vision stems from the values of those involved in the process, it is essential that this step involve all of those who will have a stake in the achieving the vision.

For projects, the vision is then translated into a mission statement: a broad, comprehensive statement of the purpose of the agency or program. States and communities may not have mission statements, as they may have multiple purposes. If unable to design mission statements that can encompass multiple divergent goals, planners should articulate several separate mission statements reflecting different goals, Erica Olsen, (2013).

The next step in the planning process is the articulation of goals. Desired long-range conditions of well-being for the state, community, agency, or program, goals indicate the intended future direction of the state, agency, or program. An example of a state goal is that all children and families be healthy by the year 2010 Rwanda government, Vision, (2020).

After articulating the vision and determining goals, planners must address means of reaching their goals. This step involves articulating strategies for achieving results. Strategies should reflect the strengths and weaknesses of the entity engaged in the planning. For example, a very small office should recognize that its size could be both a weakness and strength. The size would limit it to strategies that do not require large human resource commitments, but would allow it to use strategies requiring rapid dissemination of information throughout the organization. Recognition of relative strengths and weaknesses is helpful in identifying promising strategies, Erica Olsen, (2013).

RBA system development must include consideration of methods of goal measurement. Some strategic planning processes include this step; others leave this question to be addressed

by a separate process. Addressing goal measurement involves articulation of objectives, indicators, and benchmarks. Objectives are the short-term conditions needed to achieve desired conditions of well-being for children, families, or communities in the long term. Indicators are quantifiable measures of progress; they provide numeric assessment of the desired conditions of well-being. Benchmarks are target levels of performance expressed in measurable terms and specified time frames, against which actual achievement is measured, Erica Olsen, (2013).

### **Material and time resource planning Practices**

Most of the cost advantages of JIT occurred when large inflation increases resulted in large increases in the cost of carrying inventory, Plenert and Best, (1986), Plenert, (1993). However, looking at MRP's basic philosophy, we should be able to focus our scheduling only on what materials are needed, and when they are needed, Plenert, (1990), Ritzman et al., (1984).

### **Strategic planning practices**

During strategic planning development process the organization defines the "VMOSA;" that is, its Vision, Mission, Objectives, Strategies, and Action Plans. The VMOSA process grounds the organizations dreams. It makes good ideas possible by laying out what needs to happen in order to achieve the vision. VMOSA allows the organization to focus on the short-term goals while keeping sight of the long-term vision and mission (Nagy and Fawcett 2011).

When it comes to strengths, weaknesses, opportunities, and threats analysis (SWOT), the organization should observe the principle of „keep it simple“. Limit the number of major strategic issues to half a dozen each (strengths and weaknesses, threats and opportunities) otherwise the corporate strategic planning process will become a busybody process of delving into operational planning, in which the team will attempt to attend to every tiny detail and thus miss the whole purpose of corporate strategic planning. However, careful monitoring of an organization's internal and external environments for detecting early signs of opportunities and threats that may influence its current and future plans.

### **Project Resource Planning practices and Project Implementation**

Researchers assert that the primary objective of project management is to meet or exceed the expectations of the sponsors of the project. These expectations are typically expressed within three categories, Kress, (1994).

- i. Quality: Project produces desired outcome with minimum defects.
- ii. Cost: The project produces desired outcome for the anticipated cost
- iii. Schedule: The project produces the desired outcome within the anticipated time frame.

According to Kress, (1994) every project should evolve to meet a customer's expectations in all three categories. However, many forces intervene and attempt 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).

It is a fact that in practice, a well formulated plan usually have inbuilt control mechanism to ensure that all necessary guidelines are in place to enhance success based on the plan. Control mechanism ensures that actions intended to implement established plan to action are compatible with set objectives, and capable of realizing the plan. It could be a problem for a project manager to immediately identify that he is about to exceed a budget and that time and cost overruns are in place as these are later indicated by the control mechanism, Shenhar, (1998).

However, it could be too late, costly with enormous damages to project performance as these results before the control milestone could signal out of or indicates that there are these variations from the original plan, whites and Fortune, (2002).

A control system is normally put in place during the planning process so as to compare actual performance during the plan implementation, with the established planned standard,

According to Akpan and Chizea, (2002),In a nutshell, the system entails the physical comparison of actual performance with pre-determined standards, if performance differs from the established goals; corrective action is immediately put into effect. On the other hand, project execution is the act of putting a project plan into action and simultaneously tracking the effectiveness of the plans in the attainment of the set objectives and this could be described as project control in action, Anderson, (1996).

The function has to be defined as the periodic preplanning of the remainder of a project at any point in time based upon current realities and revised expectations, Loid, (1999).This is understandable as the constraints and even objectives of a project can change during execution.Control is a follow-up to a plan. It is not always easy or possible to detect deviation from plans. It could be on this premise assert that; planning must be sufficiently detailed to make control feasible, as it readily loses its usefulness if deviation from it cannot be readily detected and corrected,Akpan and Chizea, (2002).

Discrepancies between planned action and reality are expected, to the extent that what is really of real importance to reasonable corrective action and timely information as the plan implementation progresses instead of insistence on having a perfect plan; which hardly existsWiderman, (2000). Project planning is widely thought to be an important contributor to project success,Munns and Bjeimi, (1996). However, does the research affirm its impact and give guidance as to how much effort should be spent planning? The literature in project management, and to a lesser extent in general management, is reviewed to find the reported link between planning and project success Shenhar and Levi, (1997).

Overall, the literature points to a strong link between planning and project success. A summary of the available studies shows unexpectedly consistent empirical results for the correlation of planning and success. Traditional wisdom is that planning and analysis are important and the more planning there is in a project, the more successful the project will be, Wang, and Gibson, (2008). Time spent on these activities will reduce risk and increase project success. On the other hand, inadequate analysis and planning will lead to a failed project, Adams and Kihneman, (2008).

### **Variation factors of Project planning**

It is expected that project implementation progress status would to a considerable extent conform to the project plan for successful performance. The project control procedures could

therefore come into play to address the problems of deviation in the variation of project plan if any. The plan involves all the necessary details-designs, materials, equipment's etc. for the accomplishment of the task/project under consideration, Akpan and Chizea, (2002).

The critical project risk potentials in developing countries and possible source of concern to lenders, apart from inadequate scope descriptions and documentations are the ever present possibility that the project might not be executed as planned or projected, Turner, (2003).

The forecasted might not be attained thus creating difficulties and bottlenecks in the planned debt service arrangement etc. For a plan to be effective, it must be explicit, intelligible, capable of accepting changes and capable of being monitored. Without good planning, effective project implementation may be impossible and without addressing the variation factors of plan, project failure is imminent, Loid, (1999).

The project planning involves the process of preparing for the commitment of resources in the most economical manner. The planning defines the activities and actions, time and cost targets, and performance milestones which will result in successful project implementation and achievement of project objectives, Telsang, (2004).

The plan must indicate the materials, equipment, facilities, human resources and other resources that are necessary to complete the project. The mere fact that one has devoted great resources and time on the planning process and had hopefully come up with what meets the criteria of an effective plan, does not necessarily guarantee that when the plan is put into action, it would automatically achieve the desired goal. Fact of life hardly works that way, the unexpected too often happen irrespective of how meticulous the planning process might have been, Telsang, (2004).

Though, control provides management with the litmus paper to immediately detect when the expected starts to show signs, this study is of the view that waiting for the moment unexpected starts to show signs and taking corrective actions could lead to waste of time and resources, Akpan and Chizea, (2002).

Indeed identifying such variation factors of project plans on time, and preventing or mitigation their negative effects before they occur in project implementation stage could be an improvement on the existing control system mechanism, also the main objective of monitoring is to ensure that various time and cost targets are met and the network as well as its operational plans prepared for execution of projects are adhered to; it may be too late to avoid time and cost overruns associated with corrective action, Telsang, (2004).

However, if the variation factors are detected and taken care of during the project appraisal and planning stages, reasonable time and resources could be saved, and project success would be assured. By instituting the control mechanism or milestone is not enough because it only addresses or corrects the defects of variations in plan; which may be costly and time consuming to correct. The basis of project planning is scheduling. Scheduling could be described as list of time certain things happen, a time table, a time plan for a project or simply a list of detailed time table, Shenhar, (1998).

The main objective of scheduling is to produce time table for individual activities following the plan. Also, cost estimation, cost breakdown structure, budgeting and budgetary control try to ensure; efficient allocation of financial resources to project activities and ensure financial discipline, Akpan and Chizea, (2002).



Irrespective of the above approaches, both actual activity schedules and budget still deviate from the plan. The variation factors used in this study are based on the literature review and information gathered from Oberlender (2000).

The identified variation factors of project plans have been broadly classified into the following categories by this study: Management problem, estimating errors, resource availability constraint, and technical problem and design errors, Akpan and Chizea, (2002).

All the factors were analyzed in relation to their effects on the failure of some randomly selected failed projects. The main goals or objectives of a project could be enumerated as: completion on the schedule, within the budgets cost, in compliance with both the quality and functional requirements. Any project that fails to meet these goals and objectives is a “failed project”. A project has failed if any or a combination of the following anomaly happens:- cost overrun, time overrun, contractor not making a profit, quality of completed project unsatisfactory, project abandoned and not realized, According to Chizea, (1991).

It is obvious that the fight against project abandonment and failure would not be successful unless one knows in advance the causes of these problems. To ensure that projects are successful and result oriented, a systematic approach to identifying and analysing causes of variation of project plans, failure and abandonment are necessary.

### **Measurement of effective project implementation.**

Project success in terms of effectiveness measures revealed five principal component factors: Learning and Exploitation, Client Satisfaction, Stakeholder Objectives, Operational Assurance and User Satisfaction. Given that effectiveness measures of project success are related to the project ‘results’, factors such as learning from projects, meeting the client and users’ satisfaction, meeting pre-stated objectives of project stakeholders (accomplishing core business and project objectives) and supported by a well organised commissioning programmes are the expected project outcomes. Aligning project outcomes with customer needs and expectations is the most ideal situation in measuring project success in terms of effectiveness measures, Lauri and Gregory, (2002).

Although in reality the ideal situation is hard to achieve, the empirical findings has discovered that these are the important variables that need to be measured by the Malaysian construction organization for project success from the effectiveness point of view, Lisa Ahn,(2013).

### **Critical review.**

Having gown over both theoretical and Empirical literature review, lots of gaps exist both in developed and developing countries about the effect of project resource planning practices on project performance of Agaseke project in Kigali, Rwanda, RIEPA report, (2012).

The human resources planning practices, financial planning processes an material and time planning processes differs greatly from one project to another, Andersen, E.S.,(1996).

The strategies, policies in existence by governments for developed and developing countries show that project resources planning practices in projects undertaken by various



organizations using different approaches which make the said project either to succeed or fail, Akpan, E.O.P, and Chizea, E.F.(2002).

Efficient and effective project management needs total inputs of both competed human resources with the right knowledge, skills and attitudes. Success or subsequent failure of a project or related businesses requires rigorous resource planning processes in order for the entire project to succeed, Besner, C. and Hobbs, B. (2011).

Strategies and policies to get the project team to plan resources strategically for project success requires lots of project team to be motivated and involved in project resources planning practices, Gibson, G. Wang, Y. ,Chao, C.(2006).

### **Summary of the literature reviewed.**

Chapter two covered literature reviewed on human resources planning practices, financial planning practices, material and time planning practices that leads to performance of Agaseke project in Kigali city in Rwanda. The chapter synthesizes the literature on project strategic planning practices of project resources that attracts project performance that benefits various beneficiaries, worldwide, in African, regionally and at Rwanda generally.

From the literature the researcher concentrated on three issues as part of independent variable: Human resource planning practices, financial planning practices and material and time planning practices that gives a successful project performance of Agaseke project in Kigali City in Rwanda. Dependent variable explored issues like: learning and exploitation of natural resource sustainably, project operational assurance, stakeholder's satisfaction and adherence to budget and timeliness of the overall project successful completion process and its exit. Whereas the moderating variables incorporated various government policies that regulate the initiation, planning, implementation and project monitoring and evaluation processes in Rwanda as summarized by the conceptual framework.

## **RESEARCH METHODOLOGY**

### **Research design**

This study adopted descriptive research design. A descriptive study is a study concerned with describing the characteristics of a particular individual or of a group (Kothari, 2004). The study sought to investigate the impact of project resource planning processes on project performance of Agaseke project in Kigali, Rwanda. It adopted a case study survey. A case study involves careful and complete observation and analysis of a unit in its relationship to any other unit in the group (Kothari, 2004). A survey design is associated with a guided and quick collection, analysis and interpretation of observation (Mugenda & Mugenda, 1999).

### **Target population**

The study will use a mixed approach since it will involve the collection of both quantitative and qualitative data among the women of various age groups and from different districts of Kicukiro, Gasabo and Nyarugenge respectively in Rwanda.

### **Sample size and sampling procedure**

From a target population of 600 project members in Kigali a sample size of 120 participants was purposively selected. This included women of all age groups and education levels.

Purposive sampling was used in this study to select the participants. This is a non-probability sampling method that involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Cresswell and Plano, 2011). The samples were selected on the bases of knowledge about the project activities and management. Individuals who had been in the project for two or more years were considered fit for recruitment to the study. Project members of all age groups and education levels were included in the study.

### **Data collection instrument**

Primary data was collected regarding the impact of project resource planning processes on project performance of Agaseke project in Kigali, Rwanda. The respondents for this study were selected employees from various functional areas in the company. Data was collected using structured questionnaires which were self-administered. Questionnaires were preferred because of the simplicity in their administration and low cost associated.

## **RESEARCH FINDINGS AND DISCUSSION**

This chapter presents research findings and discussion of the study on the impact of resource planning practices on performance of Agaseke project. The study targeted a sample size of 120 participants out of which 112 participants correctly filled and returned the questionnaires giving a response of 93.3%. According to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent, this response was considered excellent for analysis and reporting.

### **Demographic characteristics of the study participants**

The study sought to establish the age distribution and education level of the respondents. From the findings 11% aged below 25 years, 25% aged between 26-35 years majority 49% aged between 36-45 years while 15% aged above 46 years. This implies that the project membership was open to both the youths and the old women.

**Table 4.1: Demographic characteristics of the study participants**

	Frequency	Percent
<b>Age</b>		
Below 25	12	11
26-35	28	25
36-45	55	49
Above 46	17	15
Total	112	100
<b>Level of Education</b>		
None	52	46
Primary level	48	41
Secondary level	12	11
Total	112	100

From the findings, majority of the respondents (46%) had not attained any education, 41% had primary level education while only 11% had secondary level of education. This implies that most of the project members were illiterate

#### **Distribution of responses among respondents**

Table 4.2 indicates that 93% of the respondents stated that there was teamwork in Agaseke project while 7% said there was no teamwork.

**Table 2.2: Distribution of responses among respondents**

Statement	Yes (%)	No (%)
There is team work in Agaseke project	93	7
Human Resource Planning Practices influences Agaseke project performance	95	5
Teamwork influences performance of Agaseke project	90	10
Agaseke project members receives training on handcraft making	74	26
Performance of Agaseke project is influenced by training of members	80	20
Financial planning influences performance of Agaseke project	96	4
There is approved budget for the project	56	44
Budgeting is one of the financial resource planning practice in the project	86	14
There are plans on how the project generates money for its activities	91	9
Tracking of performance resulting from resource allocations in project is done	83	17
Forecasting the revenue and all expenses within the project is done	87	13
MRP affect project performance	88	12
Procurement is well planned and done within budget of Agaseke project	89	11
Order placement influences project performance	85	15
Agaseke project provide the right quantity of the right material at the right time	79	21
Agaseke project monitors each order placed in order to maintain proper timing	73	27

Teamwork influenced the project performance as was indicated by 90% of the respondent. Majority 95% stated that Human Resource Planning Practices influences Agaseke project performance. 74% of the respondents stated that Agaseke project members are provided with training on handcraft making. Majority of the respondents 80% felt that training influenced the project performance while 20% felt otherwise. Majority of the respondents 96% felt that financial planning influenced project performance. However, 4% of the respondents felt that it didn't have any influence on the project performance. While 56% of the respondents stated that there was an approved budget for the project, 44 percent stated that that was not the case.

Budgeting was one of the financial planning practices in the project as was stated by majority of the respondent (86%) 14% however, did not have the same view. Agaseke project had plans on how to generate money for its activities as indicated by 91% of the respondents. Majority of the respondents 83% stated that there was tracking of performance resulting from resource allocation in the project. While 87% of the studied project members felt that the project forecasted the revenue and all expenses within the project, 13% did not have the same opinion. Material resource planning was considered by 88% of the respondents to have influence on the project performance. Majority 89% of the respondents felt that procurement was well planned and was done within the project budget. Order placement was seen by 85% of the respondents to influence that project performance. Right quantity of materials was provided in the right time to the project members as indicated by 79% of the respondents. There was monitoring of each order placed as was the view of 73% of the respondents. A fair percentage of the respondents (27%) however, felt that monitoring wasn't done.

### Correlation between Human resource planning practices and project performance

Table 4.3 shows that there was strong positive relationship between teamwork ( $r=.762^{**}$ ,  $p < 0.001$ ), training of the project members ( $r=.578^{**}$ ,  $p < 0.001$ ) and project performance. Strong correlation which was significant also existed between teamwork and training ( $r=.362^{**}$ ,  $p < 0.05$ ). This implies that investing in teamwork and training of the project members will increase the project performance

**Table 4.3: Correlation between Human resource planning practices and project performance**

		Project performance	Team work	Training
Project performance	Pearson Correlation	1	.762 <sup>**</sup>	.578 <sup>**</sup>
	Sig. (2-tailed)		.000	.000
	N	112	112	112
Team work	Pearson Correlation	.762 <sup>**</sup>	1	.362 <sup>*</sup>
	Sig. (2-tailed)	.000		.022
	N	112	112	112
Training	Pearson Correlation	.578 <sup>**</sup>	.362 <sup>*</sup>	1
	Sig. (2-tailed)	.000	.022	
	N	112	112	112

\*. Correlation is significant at the 0.05 level (2-tailed).

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

### Correlation between Financial resource planning practices and project performance

From the Correlations table 4.4, it can be seen that the budgeting and money generation plan strongly correlates with project performance ( $r=.762^{**}$ ,  $p < 0.001$ ), ( $r=.251^{**}$ ,  $p < 0.001$ ).  $p < 0.001$  indicates that the relationship between budgeting, money generation plan and project performance is significant implying that, having a budget for project activities and having money generation plans for the project has potential to increase project performance. Although there was a positive relationship between forecasting and project performance ( $r=.020$ ) the correlation was not significant ( $p > 0.05$ ).

There was no evidence therefore that forecasting has a potential to increase project performance. The correlation bale also indicated that the relationship between budgeting and money generation plans was also positive ( $r=.073$ ) but not significant ( $p > 0.05$ ).

**Table 4.4: Correlation between Financial resource planning practices and project performance**

		Project performance	Budgeting	Money generation plan	Forecasting
Project performance	Pearson Correlation	1	.762**	.251**	.020
	Sig. (2-tailed)		.000	.008	.832
	N	111	111	111	111
Budgeting	Pearson Correlation	.762**	1	.073	.305
	Sig. (2-tailed)	.000		.448	.056
	N	111	112	112	112
Money generation plan	Pearson Correlation	.251**	.073	1	-.055
	Sig. (2-tailed)	.008	.448		.568
	N	111	112	112	112
Forecasting	Pearson Correlation	.020	.305	-.055	1
	Sig. (2-tailed)	.832	.056	.568	
	N	111	112	112	112

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

#### **Correlation between Material and Time resource planning practices and project performance**

Correlation bale 4.5 reveal that order placement, monitoring of placed orders, planned procurement positively and significantly correlates to the project performance ( $r=.857^{**}$ ,  $p < 0.001$ ), ( $r=.586^{**}$ ,  $p < 0.001$ ), ( $r=.866^{**}$ ,  $p < 0.001$ ). This indicates a sufficient evidence that the three variables has potential to increase project performance if well addressed within the project. The Correlation analysis also indicated a positive and significant relationship between order placement, monitoring of placed orders, and planned procurement ( $r=.684^{**}$ ,  $p < 0.001$ ), ( $r=.819^{**}$ ,  $p < 0.001$ ). Monitoring of placed orders positively correlated with planned procurement ( $r=.560^{**}$ ,  $p < 0.001$ ).

**Table 4.5: Correlation between Material and Time resource planning and project performance**

		Project performance	Order placement	Monitoring order placed	Planned procurement
Project performance	Pearson Correlation	1	.857**	.586**	.866**
	Sig. (2-tailed)		.000	.000	.000
	N	112	112	112	112
Order placement	Pearson Correlation	.857**	1	.684**	.819**
	Sig. (2-tailed)	.000		.000	.000
	N	112	112	112	112
Monitoring order placed	Pearson Correlation	.586**	.684**	1	.560**
	Sig. (2-tailed)	.000	.000		.000
	N	112	112	112	112
planned procurement	Pearson Correlation	.866**	.819**	.560**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	112	112	112	112

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Summary

The study sought to determine the effect of resource planning on the performance of Agaseke project. Target population for the study was 120 Agaseke project members within Kigali. A sample size of 120 participants was purposefully selected basing on the duration on the project. Members how has been in the project for more than two years were considered fit for inclusion into the study because they were thought to have sufficient knowledge on the operations and management of the project. Such knowledge was necessary for correctly responding to the questionnaire. Questionnaires were used to collect primary data which was later analyzed using SPSS.

The study revealed that most of the project members were illiterate and only a small percentage of the sampled members had obtained secondary education. Both youth (less than 25 years) and old people (36 years and above) were found to be members of the project.

Human resource planning practices were seen by most of the respondents to influence the performance of the project. Correlation analysis between human resource planning practices and project performance indicated positive and yet significant relationship between teamwork, training of the project members on handcraft making and project performance. The study revealed that there existed team work in the project and that project members were trained on handcraft making.

Financial resource planning practices were found to influence the project performance. Practices such as budgeting, forecasting and having plans for money generation were found to exist in the project. Correlation analysis between financial resource planning practices and project performance indicated that there was a positive and significant relationship between



budgeting, forecasting, plans for money generation and project performance. The project had approved budget and the project tracked the performance of resources allocated.

Material and Time resource planning practices were found to influence project performance. Order placement, monitoring of placed orders and planned procurement practices were found to exist within the project. Correlation between material resource planning practices namely; Order placement, monitoring of placed orders, planned procurement and project performance gave evidence that this practices had influence on the project performance. Procurement of required material was found to be done within the project budget. Project members were provided with the right quantity of material in the right time.

### **Conclusions**

The study revealed that most of the project members were illiterate. Both youth (less than 25 years) and old people (36 years and above) were beneficiaries of Agaseke project. The project was a source of the employment for the majority of women who were not educated and therefore could not relatively compete in the job market.

Human resource planning practices influenced the performance of Agaseke project. Human resource planning practices such as teamwork and training of the project members on handcraft making influenced project performance. The positive relationship between teamwork, training of the project members on handcraft making and project performance was significant. This implies that increasing teamwork within the project and training project members would lead to an increase in project performance. The study revealed that there the project members worked as team and were trained on handcraft making.

Financial resource planning practices influenced the project performance. Practices such as budgeting, forecasting and having plans for money generation existed in the project. A positive and significant relationship between financial resource planning practices including; budgeting, forecasting and having plans for money generation and project performance existed. Budgeting, forecasting and having plans for money generation can lead to improved project performance. The project had approved budget and there was tracking of the performance of resources allocated to various project activities.

Material and Time resource planning practices has influence on Agaseke project performance. Order placement, monitoring of placed orders and planned procurement practices exist within the project. Material resource planning practices namely; order placement, monitoring of placed orders, planned procurement and project performance significantly correlated. This is evident that the practices had influence on the project performance. Procurement of required material was done within the project budget and project members were provided with the right quantity of material in the right time.

### **Recommendations**

The study recommends that project members who are willing to be educated particularly those aged below 25 years should use the income they generate through the project to get educated. This will ensure that they will have the capacity to compete for the available job opportunities even if they cease to be members of the Agaseke project.

This study recommends that another study be carried out to establish the effect of the human resource planning practices on the project performance separately. Human resource

management is critical for performance of any project. Looking at it separately will allow for detailed analysis of various practices to be done. This study relied on questionnaires only for data collection it recommends that the future studies suggested to combine various methods of data collection such as interviews and focus group discussion to increase the reliability of the data

Further studies that seek to illustrate how much of the variation in project performance can be explained by the various resource planning practices within Agaseke 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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