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**PLANNING AND PROJECT PERFORMANCE IN PUBLIC INSTITUTIONS IN RWANDA. A CASE OF ESTABLISHMENT OF A FREQUENCY SPECTRUM MANAGEMENT AND MONITORING SYSTEM PROJECT IN RWANDA**

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**PLANNING AND PROJECT PERFORMANCE IN PUBLIC INSTITUTIONS IN RWANDA. A CASE OF ESTABLISHMENT OF A FREQUENCY SPECTRUM MANAGEMENT AND MONITORING SYSTEM PROJECT IN RWANDA**

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**ABSTRACT**

*Planning effectively is a vital process that ensures performance of projects in any institutions; (Public or Private) are achieved within scheduled time, scope and the cost. The research aimed at studying the contribution of planning to the project performance in public institutions. The main objective was to assess the contribution of planning to the project performance in public institutions and specific objectives were the following: to establish the importance of planning to the project performance of establishment of a Frequency Spectrum Management and monitoring system project in Rwanda, to examine elements of planning to the project performance of establishment of a Frequency Spectrum Management and monitoring system project in Rwanda, and to establish necessary conditions for project performance in establishment of a Frequency Spectrum Management and monitoring system. The researcher used causal research design. Target population comprised of 145 respondents from Rwanda Utilities Regulatory Authority. The study used a sample size of 106 employees achieved by using Yamane formula. The study adopted simple random sampling techniques. The researcher also used structured questionnaire to collect the data. The instrument was tested and pre-tested to ensure validity and reliability. In the data analysis, researcher used tables and figures to show the importance of planning to the project performance, elements of planning to the project performance. The study used Statistical Package for Social Science (SPSS V. 21) to analyze the data. The data was analyzed using descriptive statistics such as mode, median, mean, standard deviation. Multiple regression analysis was employed to determine relationship between planning and project performance. Data was presented in tables, charts, figures and mathematical expressions. From the findings it was revealed that holding setting objectives, targets and key performance indicators, Coordination of activities and Mobilization of resources to a constant zero, project performance would be at 0.45. A unit increase on Setting objectives, targets and key performance indicators would lead to increase in project performance by a factor of 0.183, a unit increase in Coordination of activities would lead to increase in project performance by a factor of 0.223, and a unit increase in Mobilization of resources would lead to increase in project performance by a factor of 0.144. The study concluded that all the independent variables (Setting objectives, targets and key performance indicators, Coordination of activities and Mobilization of resources) in the study influences projects performance (dependent variable). The relationship was confirmed through correlation and regression analysis which revealed that there was a positive significant linear relationship between*

planning and projects performance. Therefore, the study concluded that planning practices influences project performance. The study recommended that human resource aspects such as staff entrusted with monitoring and evaluation should have technical skills, staff working on monitoring and evaluation should be dedicated to the function, roles and responsibilities of monitoring and evaluation personnel need to be specified at the start of the projects. Future research can be carried in other industries or sectors and countries in order to show if the link between planning practices and project performance can be generalized.

**Keywords:** Planning, Project performance, Frequency Spectrum Management and monitoring system, Rwanda.

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## INTRODUCTION

Worldwide, the achievement and manageability of the task is intently attached to its planning exercise (Paxton, 2011). Projects flop because of lack of deficient planning, ordinarily on the grounds, they don't spell out the issues well or think about significant factors, for example, the necessities and perspectives on everybody associated with and influenced by the task. Successful planning gives subtleties and structure to project work plan and sets up an approach to proceed with the task after the close of financing, which means it is feasible (Flyvbjerg, 2013).

In third world nations, planning can be a scary undertaking, particularly for a communities or networks carrying out the process firstly (World Economic Forum, 2014). Significantly, it's good to remember that it isn't generally "wrong" approach to design a project, customarily; the cycle will take an intelligent course without anyone else involvement once you start, with one stage normally prompting another (Ika *et al.*, 2010). Regularly, Project planning starts with the development of a project planning board or group. At whatever potential point, communities and associations should utilize a group way to deal and plan new undertakings which includes staff, community individuals, authoritative administration of the community and a grant writer or advisor if

important. The board individuals assume a significant function in keeping the project planning cycle on target while additionally guaranteeing everybody has the occasion to play a role. The board can arrange for meetings, direct overviews, accumulate and dissect information, and meet with different other firms and corporations (Kazhibekova & Jusufovic, 2010).

One of the most overwhelming parts of project planning is to clinch community contribution, since it requires the information and expertise important to set up and lead or encourage successful improvement of a project with wide grassroots brace (Ahmad, 2012). Forums ought to be consistently held all through the planning and designing exercise. Appropriately set out forums give an extraordinary method to accumulate conventional and native information (Galvin, Gibbs, Sullivan & Williams, 2014). They likewise fill in as methods for getting contribution on objectives, goals, and exercises so as to decide approaches to best organize them. Great planning is great stewardship (Zwikael *et al.*, 2014).

Achievement in any undertaking requires cautious groundwork, and designing. Without appropriate planning, dereliction is nearly warranted (Bhavikatti, 2012). The key aspects of project planning incorporate; comprehension of the task's central goal, its values and procedures (Emuze,

2011). The vision and mission are regularly caught in a dream proclamation. The vision traces what the project needs to be or how it needs the environment wherein it works to be. It is a drawn-out view and focuses on what's to come (Yimam, 2011). It very well may be emotive and is a wellspring of motivation. Mission characterizes the essential reason for the project or a venture, depicting why it exists and what it does to accomplish its vision. Values are convictions that are shared among the stakeholders of the project (Parsons et al., 2013). Qualities drive a projects culture and prime concerns and give a structure wherein choices are made (Barrows & Neely, 2012).

In developing countries, strategic planning involves a set of basic procedures that are proposed to make or control a circumstance to make a better result for an organization. This is very unique structure as opposed to custom oriented depending on respect of rivalry of driving organization's maneuvers (Project Management Institute, 2014). In business, strategic planning gives by and large course to explicit units, for example, financial, human resources, and marketing. This study aims to identify the key strategies which, in terms of planning can contribute to project performance in public institutions. For this purpose, study defines a research framework to assess the influence of planning on project performance in public institution in Rwanda.

### **Statement of the problem**

Many public institutions are always undertaking various projects; some of them succeed while others fail at different stages of the project implementation (Ministry of Finance and Economic Planning, 2014). In order to ensure project performance and that projects achieve their objectives it is imperative that all projects' steps are followed. Project managers have to prepare a solid project plan and follow this plan all the way to perform (Office of the Auditor General, 2018).

According to Wanderi, *et al.*, (2015) many projects that have been planned properly have always performed in achieving their objectives while those

with lack or poor planning have always failed at either the initial stages or failed to achieve the anticipated results. In Rwanda, some projects didn't perform well and among the reasons of failure are poor planning, inappropriate objectives and targets, coordination of activities, mobilization of resources, and poor feasibility study (RDB, 2013).

Against the gap the study conducted a study on project planning and performance in public institutions and took as a case study the establishment of a Frequency Spectrum Management and monitoring system project in Rwanda Utility Regulation Authority.

## **LITERATURE REVIEW**

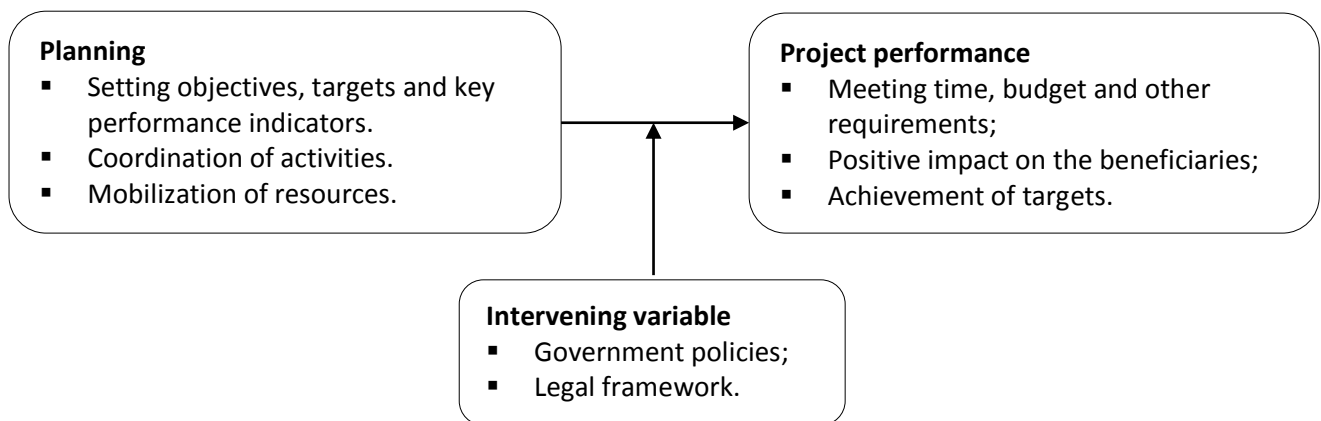
### **Theory of Project Performance**

Theoretically, the idea of deciding if a venture is fruitful is incredibly instinctive and complicated (Kazhibekova & Jusufovic, 2010). Subsequently, the Project execution could be characterized as the way that a venture has accomplished the targets or objectives of a specific undertaking. In any case, frequently when characterizing projects, it incorporates project performance. Barrows and Neely (2012) proposed that Project execution ought to have two significant parts: issues managing venture itself (time, cost, execution) and issues managing the customer (use, fulfillment, viability).

Project performance (PP) hypotheses can once in a while be somewhat confounding in light of the fact that these words have been utilized in various manners by various literature writers. Project performance frequently alludes to project management's achievements. Semantically project success is quantifiable simply subsequent to the finishing of the task (Turner, 2012). Bhavikatti, (2012) in entirety have separated project accomplishment (estimated alongside the general aims of the venture) alongside venture the board achievement (assessed alongside the extensive and old-style methods of timespan, expenditure and value). The idea of task execution as per a few specialists is relating to proficiency and viability ratios (Afande, 2013). Proficiency ratios entail time,

financial plan and particulars; efficiency ratios allude to accomplishment of task goals, buyer contentment and the self-value of the project. Besides, it possibly will be noted that diverse utilization of crucial ideas/arguments are reliant on the time of estimation and on the criterions, which are in put into utilization. Project performance benchmarks allude to the extent’s accomplishment venture are arbitrated (Cooke-Davies, 2012). Conventionally, timespan, expenditure and value added often alluded to as iron-triangle or/and triple-constraints in scholarly writings are utilized as project success Criteria. But Project performance criteria have advanced radically over the preceding epochs.

For instance: Pinto and Slevin (2013) incorporated customer's fulfillment, use and viability notwithstanding time, cost and execution. Shenhar, Dvir & Levy, (2017) take an all-encompassing perspective on project performance expressing that there are "four significant particular achievement measurements: (1) venture productivity (2) sway on the client (3) direct business and hierarchical achievement, and (4) preparing for the future". Subsequently, in literature, project performance standards have been utilized in different manners relying upon their targets and sort of activities. Significant highlight note is that there is no broad understanding over and Project execution Criteria are as yet being advanced.



**Independent Variable**

**Dependent Variable**

**Figure 1: Conceptual Framework**

**Source: Researcher (2017).**

**METHODOLOGY**

This research work used descriptive survey as the research design. The researcher used tools such as questionnaire for the employees of Rwanda Utilities Regulatory Authority in order to fulfill objectives of this study. In regards to this study, descriptive design was used to describe the characteristics of constrained planning and project performance at Rwanda Utilities Regulatory Authority. The research targeted at evaluating the contribution of planning to the project performance of public institutions in establishment of a Frequency Spectrum Management and monitoring system project in Rwanda as case study within the Rwanda Utilities

Regulatory Authority. The target population of this study was 145 employees.

The research used probability sampling design, and referred to simple random sampling as sampling techniques. In order to conduct this research work, researcher used sample size from target population. For estimating this sample size from population, the researcher used Yamane’s formula. Both descriptive and inferential statistics were adopted. For data analysis, the researcher used statistics program called SPSS 21.0 version. In descriptive statistics, researcher provided frequency, figures, and statistics tables for presenting findings. In inferential statistics, researcher used regression



equation for showing relationship between planning and project performance.

establishment of a Frequency Spectrum Management and monitoring system project in Rwanda.

### FINDINGS

Regression analysis was done to determine the existing link amongst planning and performance of

**Table 1: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.545 <sup>a</sup>	.494	.486	.320

a. Predictors: (Constant), Setting objectives, targets and key performance indicators, Coordination of activities and Mobilization of resources

**Source:** Primary data, (2017).

From Table 1 the value of R square yielded 0.494 while that of R= 0.545 given by 0.05 significant level. This meant that 49.4% of the variation in the dependent variable project performance was

elucidated by the autonomous variables (Setting objectives, targets and key performance indicators, Coordination of activities and Mobilization of resources).

**Table 2: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.575 <sup>a</sup>	3	.192	11.388	.000 <sup>b</sup>
	Residual	1.379	51	.017		
	Total	1.953	54			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Setting objectives, targets and key performance indicators, Coordination of activities and Mobilization of resources

**Source:** Primary data, (2017).

From Table 2 the Analysis of Variance for different aspects of planning on project performance. F was 0.00 which was below 0.05. This inferred that there is a positive significant connection between

planning and project performance and that the model is a solidly fit for the data. Hence there is a positive relationship.

**Table 3: Coefficient results**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.450	.231		1.973	.106
	Setting objectives, targets and key performance indicators	.183	.009	.444	1.815	.009
	Coordination of activities	.223	.050	1.231	3.616	.036
	Mobilization of resources	.144	.017	1.075	3.159	.025

**Source:** Primary data, (2017).

$$Y = 0.450 + 0.183 X_1 + 0.223X_2 + 0.144 X_3$$

It was established that holding Setting objectives, targets and key performance indicators,

Coordination of activities and Mobilization of resources to a constant zero, project performance would be at 0.45. A unit increase on Setting

objectives, targets and key performance indicators would give a rise in project performance by a factor of 0.183, a value rise in Coordination of activities would give a raise in project performance by a factor of 0.223, and a value proliferation in Mobilization of resources would give a rise in project performance by a factor of 0.144.

Focusing on the conceptual framework planning viability has been conceptualized to the extent in which a project accomplishes the set targets (Galvin, *et al.*, 2014). Choices taken like Setting objectives, targets and key performance indicators amid the planning procedure have been found to affect the plausible result of a project (Zwikael & Smyrk, 2012).

In addition, Coordination of activities can be utilized to devise new items, administrations, inside operations, or hierarchical strategies (Zwikael & Smyrk, 2012). Most creators concur that a project is an interesting attempt, an extraordinary undertaking that has not been done some time recently. Subsequently, it is extremely troublesome or even difficult to know exactly at the underlying planning stage that what is every one of the exercises that should be done in mobilization of resources to finish the project and what are their cost and length parameters.

### **Discussion**

The study agrees with Zhang, (2011) who found out that a spending plan can be unmistakably portrayed inside the general task spending plan to give the planning capacity the due acknowledgment role it serves in project management.

Moreover, the results agree with Zwikael and Ahn (2011) found that project managers spent time on

activities that they have traditionally considered most effective in supporting the project. The level of their efforts is also influenced by the availability of project management tools such as project scheduling tools, and therefore spend more time on those planning processes that are best facilitated by available tools.

### **CONCLUSION AND RECOMMENDATIONS**

The study concluded that there were many importance of planning that influence project performance of establishment of a Frequency Spectrum Management and monitoring system project in Rwanda. These included but not limited to helping in the project to know the source of funds and the responsibilities to be undertaken. That includes proper implementation, coordination and quality of the project.

Also, the study identifies elements of planning for the project performance of establishment of a Frequency Spectrum Management and monitoring system project in Rwanda. Lastly, the conditions necessary for the performance of establishment of a Frequency Spectrum Management and monitoring system project in Rwanda. Top management support, adequate project control mechanisms and understanding the project are some of important conditions.

In light of the discoveries of this investigation the accompanying suggestions were proposed corresponding to every objective of the study. With reference to planning, organizations should build up on their planning by involving all relevant stakeholders by catering for their influence, interests and impacts. People should be trained on how to prepare monitoring plans and other documents required in projects.

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