The Influence of Resource Planning Practices on Performance of Donor Funded Education Project in Rwanda: A Case of Food and Education Project, Gasabo District, Kigali City

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Abstract: *The paper explored the Influence of Resource Planning Practices on Performance of Donor Funded Education Projects in Rwanda; A Case of Food and Education Project. The main objective of the study was to determine how human resource planning contributes to the success of the Food and Education Project. The research design used was descriptive, and inferential statistics were employed. The study's sample size consisted of 106 employees, and universal sampling techniques were employed. Data was collected through questionnaires and interviews, with descriptive statistics, correlation, and multiple linear regressions used for data analysis. The Statistical Package for Social Sciences (SPSS) version 20 was utilized to analyze the data, and the findings were presented using both descriptive and inferential statistics. The results of the study showed a strong correlation between resource planning practices and the performance of donor-funded education projects in Rwanda (r=654, p-value=0.000). Out of all the factors considered, only human resource planning had a significant and positive impact on project performance. Based on these findings, the study recommends that the Food and Education Project should invest in appropriate and constant training programs to equip their human resources to improve their performance in agriculture projects. Additionally, financial resource planning should be a critical aspect of project planning and execution to ensure efficient utilization of resources. It is crucial to keep track of the total and individual costs of different work packages in the project.*

Keyword: *Resource planning practices, Human resource planning, Project performance, Education project, Donor funded education, Gasabo district*

1. Introduction

Successful project management requires thorough resource planning. This entails creating comprehensive documentation and following through each stage of tasks, responsibilities, checkpoints, and limits as outlined by Chan (2019). As Idoko (2018) has pointed out, project resources such as unskilled labor, skilled labor, management, tools, equipment, and finances are vital to project success. Both internal and external resources must be effectively utilized. In a competitive market, construction companies must make strategic decisions to maximize business goals and ensure survival. It's essential

to prioritize resource planning to ensure project success and maintain a competitive edge.

Many organizations in developed countries such as the United States, the United Kingdom Japan, Australia, New Zealand, and most European Union countries, have found that project resource management such as finance and human resources management was key in the success of projects implemented by different NGOs in USA. A study by the US National research council (NRC) (2009) stated that in order to remain competitive, NGOs need to manage project schedules, labor, material, and energy costs more effectively. In practice, most projects result in cost overruns and schedule slippage due to poor resources management (Kamwana & Muturi, 2018).

The success of a project can be measured by its cost, time, and quality. Quality refers to how well the product meets the desired needs and is fit for purpose. To ensure quality performance, it is essential to clearly state quality requirements in design and contract documents. This study will measure project performance in terms of cost, time, quality, and profitability, as small and medium enterprises focus on earning returns on their investment (Ashley, 2019). In Kenya and other African countries, educational project performance has been a controversial subject due to top-down, inflexible project systems that have contributed to poor outcomes. There is a desire to reform educational project financing practices to a more cost-effective system (Oyugi, 2018).

Ashley (2019) clarified that project success is measured against the overall objectives of the project while project management success is measured against cost, time and quality/performance. They noted that the distinction between project success, which cannot be measured until after the project is completed, and project performance, which can be measured during the life of the project, is also important. However, project success is measured both in terms of product (including facilities) success and project management success. The objectives of budget, schedule, and quality are key measures that contribute to the goal of health project success.

The Rwandan government has faced numerous challenges in achieving its projects, largely due to weaknesses in the procurement systems of procuring entities. These challenges mainly center around the management of project resources, which have led to various problems during implementation and contract management. Financing has been the biggest issue, as poorly executed project studies have consumed a significant portion of the national budget (Kress, 2019). Abandoned projects and lengthy execution periods have also been common occurrences. To address these challenges, this study aims to examine the impact of resource planning practices on the performance of food and education projects.

1.1 Statement of the Problem

In Rwanda there is an extensive number of educational projects which have inappropriate project management such as over budgeting, non-implication of stakeholders in project activities, lower level of education of famers, inadequate financial resources, and lack of daily tracking of progress of project activities. Consequently, more than half of project implemented did not generate the expected outcomes, lack of continuity after the project fund withdraws the fund, community did not have ownership on that project, lack of economic and financial sustainability and poor maintenance of projects (Ndayisaba and Mulyingi, 2018).

Despite the quest for project performance, many public work projects in Rwanda have continuously experienced time overrun, budget overrun, and unmet product specifications, meeting customer needs and requirements and unmet management objectives (Kress, 2018). There has been little research that reveals how effective resources planning (human, financial and physical resources and time management) contributes to project performance of educational project where some projects perform well others fail to be implemented because of many factors.

A study done by Cheluget and Morogo (2017) on effect of financial planning practices and project performance in Uasin Gishu County, Kenya, revealed a positive influence of budgeting and financial reporting on project performance. This study seeks to analyse the influence of human, financial, and material resources planning in different stages of project management that seems to be required for the performance of donor funded education projects with a case of food and education project.

1.2. Hypothesis of the study

The study sought to test the following research hypothesis. **Ho₁:** There is no significant influence of human resource planning on performance of Food and Education project.

2. Literature Review

Managing human resources means having the right people, with the right skills and the proper tools in the right quantity, at the right time. It also means ensuring that they know what needs to be done, when and how. According to Ochieng (2018), Human Resource Management can be defined as the effective selection and utilization of employees to achieve the goals and strategies of the

organization, and also the goals and needs of employees to achieve the goals and strategy, and goals of the organization. Thus, human resources could enable the company to create more value (Hillman, 2019). The art of human resources management highly depends on the interpersonal and leadership skills of the project manager. These include among others motivation of stakeholders and project team members, confidence inspiration within the team, conflict management and building of team morale (Kanyua et al, 2019).

Mutula (2020) analysed the effects of human resource planning on project performance in Nairobi County in Kenya: A case of selected organizations in Westlands. The aim of the study was to determine the relationship between human resource management and project performance of organizations within Westlands. The research design used in this study was a descriptive survey. The completed questionnaires were coded, entered into the computer, organized and analysed with a statistical package for social sciences (SPSS). Descriptive statistics are used to convey the essential characteristics of the data for interpretation. Regression and correlation analysis were used to indicate whether a relation existed between these practices and performance. Cross–tabulation and one X2 were used to analyze for variance in the responses. The study established that management (R=0.745) and planning (R2=0.713 and Pearson's correlation r=0.653) have varying effects on organization performance to the extent of performance of the practice. From the study findings it can be concluded that HRM practices have an effect on poor performance. There is methodological gap in the study conducted by Mutula (2020) where he used only closed ended questionnaire which is not giving the freedom of respondents to share experience on how project resource management influencing performance of leadership training Project. Hence, the current study will use both questionnaire and interview to get additional information on how project resource planning affects the performance of donor funded education projects.
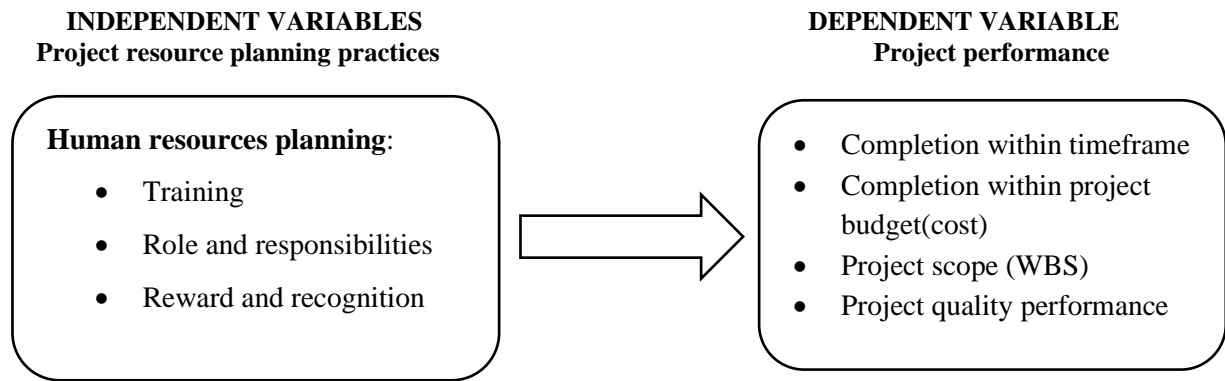
Zaha (2017) studied the influence of human resource planning on organizational performance. The study targeted human resource managers and inferential research design was used. The study found that planning of human resources helps companies in the prediction of how changes in their strategy will affect the needs of their HR. The study recommended that planning the labor force needs of any organization is very important as well as critical, particularly in the rapid changes in demands of external market. The study concentrated on the human resource needs and how they affected organization performance, but it failed to address the issue on human resource planning.

Yassine et al (2019) studied the influence of human resource planning practices on employees' performance (job satisfaction levels, intention to leave, and organizational commitment). The study targeted employees in the construction industry. The study found that a company's human resource management practices contribute to increased performance and therefore helps it to grow as well as gain sustainable competitive advantage. These studies bade to explain the relationship between human resource management practices and financial performance and sustenance of a competitive advantage in a dynamic environment but did consider the project performance aspects.

Armstrong and Murlis (2019) carried out comprehensive research on the effects of human resource planning practices on organizational performance. Their study employed a descriptive research design and utilized descriptive, correlation, and inferential analysis to analyze the data. The conclusions drawn from the research revealed that reward strategies play a crucial role in an organization's HRM and should be integrated with other HR practices to enhance their effectiveness. These findings are quite significant and contradict the conclusions of a previous study by Bratton and Oyugi (2018) on human resource planning practices and organizational performance. The research suggests that a well-designed reward system can effectively boost employee motivation and ultimately increase productivity. Based on these findings, it can be confidently stated that organizations need to focus on implementing reward strategies to improve their overall performance and achieve their goals.

2.1 Conceptual framework

According to Mugenda and Mugenda (2003), a conceptual framework is a theoretical model that identifies key concepts and their interrelationships within a given study. In the case of resource management, this framework highlights several facets that impact the performance of food and education projects. Notably, one of these facets is human resource planning practices, which is considered an independent variable alongside sub-variables such as training, role and responsibilities, and reward and recognition. Ultimately, project performance is viewed as the dependent variable in this framework.

INDEPENDENT VARIABLES	DEPENDENT VARIABLE
Project resource planning practices	**Project performance**

Human resources planning:
- Training
- Role and responsibilities
- Reward and recognition

- Completion within timeframe
- Completion within project budget(cost)
- Project scope (WBS)
- Project quality performance

Source: Researcher, 2023

3. Methodology

This study employed a descriptive research design to provide insight into project resource management, specifically human resources planning and research design. Additionally, this methodology was effective in determining the level of project performance. The study utilized inferential statistics, including correlation and multiple linear regression, to establish the relationship between project resource planning and food and education project performance. The study was conducted on all 106 employees of the Food and Education project, as detailed in the table below.

Table 1: Population Size

Category	Population size
Top managers	3
HRM	6
Finance and accounting department	4
Monitoring and evaluation officers	11
Field technicians	82
Total	**106**

Source: Human Resource, 2023

This study included all 106 employees of the food and education project, providing a comprehensive and representative view of the population. Universal sampling was used to ensure that the target population was represented in the sample size.

The questionnaire was designed with the study's objectives in mind. Three categories were included in the questionnaire: respondent profile, project resource planning, and project performance. A Likert scale with five responses was used, ranging from strongly disagree to strongly agree. An interview guide was also used, filled out by an interviewer who read the questions to the respondent. The manager of the Food and Education Project was interviewed for this study.

Data validity was tested by using the Content Valid Index (CVI). To achieve this, a copy of the questionnaire was distributed to the field experts to rate the relevant items/questions in relation to the research objectives, the relevant questions were then divided by the total number of items. Reliability of research instruments was also used. The test re-test method was used to assess the reliability of the instruments. This involved administering the same questionnaires to 10 employees of the Rural washing Project. After administering the questionnaire, the scale reliability was used, which is the extent to which any measuring procedure yields the same results on repeated trials. It was done by comparing the value of the Coefficient Cronbach's Alpha with the value 0.7. If the Coefficient Cronbach's Alpha> 0.7, it meant that the measurement result was reliable.

This research utilized descriptive statistical methods to represent and summarize the bio data, with a focus on both descriptive and inferential statistics such as correlation analysis and multiple linear regression models. The data was analyzed using the Statistical Package for Social

Sciences (SPSS), a software designed for data analysis. The study employed descriptive statistics including mean, frequency, and standard deviation to describe the level of project resource management (human resources) and project performance. Multiple regression analysis was utilized to assess the effects of multiple predictor variables on the dependent measure, as opposed to a single predictor variable. Specifically, a multiple regression model was used to test the significance of the effect of independent variables on the dependent variable. Based on previous models testing project resource planning on donor-funded education projects, this study adopted the following model:

The following econometric model was used as follow:
The equation ($Y = \beta0 + \beta_1 x_1 + e$)
Where B_o = constant
Where: Y = Performance of food and education project
$\{\beta i; \ i=1\}$ = The coefficients representing the various independent
Variables B_0 = the Y intercept
$\{Xi; \ i=1, 2 \text{ and } 3$ = Values of the various independent (covariates) variables.
e = the error term which is assumed to be normally distributed with mean zero and constant variance,
Y= Performance of donor funded education projects and
X_1= Human resources

The regression model runs to test whether the model is significant or not. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. Statistically significant relationship between the dependent variable which is Performance of donor funded education projects and independent variables, which is human resource from the model, was accepted at 5% significance level.

To test hypotheses, the result of a statistical test, denoted p, was interpreted as follows, the null hypothesis H0 is rejected if p<0.05 level of significant. The regression was conducted using a multistage analysis which involved running the R2 and F-test without the moderator, while the second stage involved running the tests with the moderator included. The purpose is to compare the changes in R 2 value and F-value to determine the effect of the moderator

in the relationship between independent variable and the dependent variable. The presence of a significant difference would indicate a significant effect of the moderator. The hypotheses were tested using beta, t and p values. The test was done at 95% confidence level, 1 tailed test. This implies that the significance value was set at 0.05.

On the other hand, qualitative data were analyzed using content analysis and this involved organizing data into categories, coding and sorting them to identify patterns and interpret meaning of responses. Saunders et al. (2018) argues that this method allows researchers to categorize the information and organize them into themes and patterns for easy interpretation. On the other hand, qualitative data were presented in a narrative form and inferences drawn from it.

4. Results and Discussion

4.1. Findings

4.1.1. Descriptive Statistics on Human Resource Planning

The study investigated how human resources influenced implementation of projects. Results are presented in this section using descriptive statistics. The respondents were requested to indicate their perception by using five-point Likert scale. The used Likert scale of five-point ranging between 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly agree. Their responses were analyzed and described using frequency, percentage, Mean score and standard deviation. This section presents descriptive analysis on the data gotten from the respondents in connection with independent variables and dependent variable. The section describes the data using mean and standard deviation. High mean indicated that majority of the responded strongly approved the statements presented to them while standard deviation indicated the degree of dispersion from the mean.

Table 2: Human resource planning and performance of Food and Education Project

	SD		D		N		A		SA		M	SD
	fi	|%	fi	|%	fi	|%	fi	|%	fi	|%		
We have well-designed systems of rewards, remuneration and promotions of staff	14	13.2	13	12.3	5	4.7	23	21.7	51	48.1	3.79	1.48
The formulation and performance of human resource planning are in the line with overall goal	2	1.9	5	4.7	0	0.0	37	34.9	62	58.5	4.43	.87
Jobs and responsibilities are well understood by most of the employees	19	17.9	9	8.5	5	4.7	14	13.2	59	55.7	3.80	1.59
Project always hire people with adequate skills and experience	3	2.8	7	6.6	3	2.8	23	21.7	70	66.0	4.42	1.02
Training was done to project team members	21	19.8	7	6.6	0	0.0	29	27.4	49	46.2	3.74	1.57
Overall Mean											**4.06**	**1.30**

Source: Field research, 2023 -**Key:** SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree, S.D.- Standard Deviation, M-Mean, SD-Standard Deviation

According to the results from Table 2, when asked about human resource planning and performance of the Food and Education Project, 13.1% of respondents strongly disagreed, 12.3% of respondents disagreed, and 4.7% of respondents were neutral. However, 21.7% of respondents agreed and the majority, 48.1% of respondents, strongly agreed that the project has well-designed systems of rewards, remuneration, and promotions of staff. The mean was very high at 3.79, with a standard deviation of 1.48.

Regarding formulation and performance of human resource planning, 1.9% of respondents strongly disagreed, 4.7% of respondents disagreed, 34.9% of respondents agreed, and the majority, 58.5% of respondents, strongly agreed that everything is in line with the overall goal. The mean was very high at 4.43, with a standard deviation of 0.87. When it comes to jobs and responsibilities, 17.9% of respondents strongly disagreed, 8.5% of respondents disagreed, and 4.7% of respondents were neutral. However, 13.2% of respondents agreed, and the majority, 55.7% of respondents, strongly agreed that most employees have a good understanding of their roles. The mean was very high at 3.80, with a standard deviation of 1.59, indicating some heterogeneity in responses.

Regarding hiring practices, 2.8% of respondents strongly disagreed, 6.6% of respondents disagreed, and 2.8% of respondents were neutral. However, 21.7% of respondents agreed, and the majority, 66% of respondents, strongly agreed that the project always hires people with adequate skills and experience. The standard deviation was 1.02. When it comes to training, 19.8% of respondents strongly disagreed, 6.6% of respondents disagreed, and 27.4% of respondents agreed. However, the majority, 46.2% of respondents, strongly agreed that training was done for project team members. The standard deviation was 1.57. Overall, the respondents had an excellent view of the human resource planning and performance of the Food and Education Project. The mean score was 4.06, with a standard deviation of 1.30, indicating strong evidence of fact and heterogeneity of responses.

4.1.3. Correlation analysis

The findings of the correlations between the independent variables and the dependent variables are summarized and presented in Table 3

Table 3: Correlation coefficient

		Human Resource Planning	Performance of Donor funded education projects
Human Resource Planning	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	106	
Performance of Donor funded education projects	Pearson Correlation	.000	1
	Sig. (2-tailed)	.654**	
	N	106	106

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

The data presented in Table 3 provides compelling evidence of a robust correlation between resource planning practices and the performance of the Food and Education project. The Pearson correlation coefficient of .654** and the p-value of 0.000, which is well below the standard significance levels of 0.05, leaves no doubt that Human Resource Planning is the only factor that has a significant and positive effect on the project's performance. These findings suggest that prioritizing Human Resource Planning can lead to a considerable improvement in the project's performance and bring about the desired outcomes.

4.1.4. Regression analysis

A multiple regression analysis was performed in this section to identify the predictor and its contribution towards the criterion. It aims to determine the prediction of a single dependent variable from a group of independent variables. The multiple regression analysis was performed with all the assumptions complied with. Table 4 shows the model summary of the results.

Table 4. Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764[a]	.583	.571	.36841

a. Predictors: (Constant), human Resource planning

The study presents R-squared which is a statistical measure of the closeness of the observed data to the fitted regression line. It defines the percentage of the dependent variable variation as explained by a given model. Hence, the model indicates that 57.1% of the changes in performance of IT projects can be attributed to predictor variables. The implication is that 22.9% per cent of the changes in project performance can be attributed to other factors. Additionally, this therefore means that factors not studied in this research contribute 22.9% of performance of Food and Education project.

Table 5. Summary of ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.374	3	6.458	47.581	.000[b]
	Residual	13.844	102	.136		
	Total	33.218	105			

a. Dependent Variable: performance of Food and Education project

b. Predictors: (Constant), Human Resource Planning

To test whether the data was good fit for regression model, the ANOVA was undertaken and the data being good fit for data was tested at 5% level of significance. Since Table 6, indicated an F-value of 47.581 is greater than the critical

F (, $v_1=4$, $v_2=102$) = 2.68 and also because p-value calculated =0.000 is less than Critical p-value =0.05 level of significant. The probability of 0.000 indicates that the model is significant in predicting the influence of project resource planning aspects which include human resource planning on performance of performance of Food and Education project. The critical F-value is 2.68 at 95% level of confidence. Thus, with F calculated (=47.581)> F critical (=2.68); the model is generally statistically significant. From table 6, the combined project resource planning such as human resource planning as independent variables was statistically significant in explaining the variations towards performance of Food and Education project.

Table 6. Summary of regression coefficients result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.228	.526		.434	.665
	Human Resource Planning	.297	.084	.308	3.541	.001

a. Dependent Variable: Performance of Food and Education project

$Y = \alpha + \beta 1 X_1 + e$
Y= Dependent variable– Performance of Food and Education project
α=Constant
e=Error
β =Coefficient of the Disbursement
X1 = Human Resource Planning

4.1.5. Research hypothesis verification

The hypothesis was performed using multiple linear regressions. The rejection and acceptance criteria were when p-value is less than 0.05, H_0 is rejected if p-value is greater than 0.05, then, H_0 has to be accepted. H_{01}: There is no significant influence of human resource planning on the performance of Food and Education project.

4.1.5.1.Testing the null research hypothesis

The hypotheses of the study stated that there is no significant influence of Human resource planning on performance of Food and Education project. Results in Table 7, regression coefficients of Human resource planning (β_1) = 0.297 and p-value = 0.001 which is less than 5% of level of significant. The null hypothesis was rejected because regression results revealed that p-value calculate is less than 0.05(5%) level of significance. The findings disapproved the hypothesis since Human resource planning had a positive and significant influence on performance of Food and Education project basing on the regression coefficients of 0.297with (p-value = 0.001) which is less than 0.005, hence, the hypothesis is rejected.

4.2. Discussion of Findings

This section presents the results of the study's specific objective. The findings are discussed about the research hypothesis and linked to the relevant literature.

$Y = 0.228+ 0.297$ (Human Resource Planning) +0.526
The regression equation shows that performance of Food and Education project will always depend on a constant factor of 0.228 regardless of the existence of other factors. The other variables explain that; every unit increase in project resource planning will increase performance of Food and Education project by a factor of 0.297.

Specifically, the literature is used to interpret the collected data on the research objectives, which aimed to evaluate influence of finance resource planning on the project performance of the performance of Food and Education project.

With reference to Table 2, the findings revealed that human resource planning has a great effect on performance of Food and Education project as evidenced by the overall view of respondents on project planning and performance of Food and Education project was excellent with mean score of 4.06 and the standard deviation of 1.30, which implies that there is strong evidence of existing fact and heterogeneity response. Projects have human resource policies that measure successful project and include reward schemes for staff motivation. This implied that most of the organizations in the study placed importance in ensuring staff allocated to project completed their assignments as an important aspect of project performance. This agrees with Jannis and Neboom (2019) who stated that it is succinct that there was a relationship between the human resource planning with project performance in Nairobi County. However, the findings disagreed with Bratton and Oyugi (2018) who found that human resource planning does not significantly determine performance but through a good reward system might bring about a proliferation in the employees' productivity.

Most of the respondents agreed that members received adequate and relevant training aligned to changing needs of business and market. It was discovered that there existed

incentive plans to award and recognize performing project team members to keep them motivated. Manager of project stated that Food and education project depend on human resources to deliver project outcomes/outputs. Trained and competent people make projects succeed therefore proper planning for human resources would improve the performance. Also, the performance of team members was being tracked regularly. The study concurs with Ndavi (2019) who stated that human resource, time management, material resource planning positively and significantly contributes to performance of the construction projects. In this study, the findings exposed that human resource planning contributed to successful completion of projects to an extent.

5. Conclusion and Recommendations

5.1 Conclusion

The study concludes that investing in adequate professional and technical skills required in project is an important foundation for ensuring the performance of project. Proper project resource planning such as human resource planning seeks to cushion the project against present and potential risks or failure. Poor project resource planning may result in wastage of resources, time, and distortion in quality of the service or even total project failure. The amount of time and effort dedicated to planning as an element of project management influences the success or failure of a project. The more effort human, financial and material resource applied, the higher the probability that the project will achieve its set objectives. Following the results of the study, it is expressive to conclude that there is a great positive relationship between project resources planning and project performance through human resource planning. This was achieved by deriving a regression equation that indicated that the significance value of human resource planning was less than 0.05. Project resources planning is a key to achieve Food and Education project goal.

5.2 Recommendations

Based on the study findings, the researcher suggests the following:
1. Food and Education projects should equip the human resources through appropriate and constant training programs addressing the performance of agricultural projects.

2. Financial resource planning, on the other hand, has a major influence on both the planning and execution parts of a project. Total costs and individual costs of the diverse work packages in the project should be tracked for efficient resource utilization.

3. There should be clear and consistent objectives which align to the project goals and strategy to minimize the risks of project failure. These would ensure project team members understand their roles effectively and remain focused on achieving the goals and objectives of the project, hence increasing the chances of success of the projects.

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