

## ASSESSING THE EFFECT OF PROJECT PLANNING PROCESS ON THE PERFORMANCE ON NON GOVERNMENTAL ORGANISATIONS (NGOs) FUNDED PROJECTS:

### A SURVEY OF COMPASSION INTERNATIONAL RWANDA FUNDED PROJECTS IN KIGALI CITY.

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#### ABSTRACT

**P**roject planning process is important for successful performance of a project. The objective of this study therefore, was to assess the effect of project planning process on performance of NGOs funded projects by surveying projects funded by Compassion International Rwanda. The target population of this study consisted of 100 staff from the 25 Implementing Church Partners that have projects funded by Compassion International Rwanda in Kigali city in the districts of Gasabo, Kicukiro and Nyarugenge. The study used stratified random sampling technique to select 79 project staff from a target population of 100 staff staff To make the study possible, primary data was collected by use of a questionnaire from the 79 respondents, the project staff who are the implementers of Compassion International Rwanda funded projects. Out of the 79 sampled staff 55 were able to fill and return the questionnaires thus representing a response rate of 70%. The data collected was first captured in Microsoft Excel, checked for completion and coded. Data for this study was analyzed quantitatively using percentages, frequencies and using multiple linear regression. Statistical software called Statistical Package for Social Scientists (SPSS) version 15.0 was used to execute the multiple linear regression. The results were presented using tables for ease of understanding which allowed for interpretation of findings and also generate recommendations from the findings. The study found out that project planning process has a direct effect on performance of NGOs funded project especially for Compassion International Rwanda funded projects were the research was carried out. However, it was revealed through the research that although Compassion International Rwanda Implementing church partners are aware of the project planning process components, the project planning process in these Implementing church partners is not widely applied comprehensively. The researcher therefore recommended that more emphasis should be put in the project planning process by the Implementing church partners so as to improve on the performance of projects funded by Compassion International Rwanda. The researcher recommends that more studies be done in the area of project planning process by studying the other components not covered by this study as well studying the effect of project planning process on implementation and monitoring and evaluation.

## 1. Introduction

United by a commitment to improving conditions around the globe, Non-Governmental Organizations (NGOs) are a very diverse group, with varying objectives, functions and structures making the precise definition of an NGO vary largely and often hard to pin down. In essence, these organizations are dedicated to services in parts of society that are underserved or neglected by governments and other official institutions. An NGO is generally defined as a “private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care, economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society” (Aall, 2005: 89).

The government of Rwanda recognizes that many NGOs play a complementary role to that of the government in promoting the interests of Rwandan citizens by funding projects in the areas of education, health, justice, unity and reconciliation, micro finance, income generating activities, social and family welfare to mention but a few. The government continues to facilitate an environment which enables and empowers NGOs to fulfill their objectives alongside those of the state. Currently there is no precise number on NGOs operating in Rwanda but the NGO community in Rwanda both local and international is quite big and financing a range of projects (James Musoni 2006).

Project planning process consists of those processes performed to establish the total scope of the effort, define and refine the objectives and develop the course of action required to attain those objectives. Project planning defines the project activities and end products that will be performed and describes how the activities will be accomplished during the entire life cycle of the project.. The purpose of project planning is to define each major task, estimate the time and resources required, and provide a framework for management review and control of the project being implemented (Kezner, 2003).

The project planning process includes steps to estimate the scope or size of the project, estimate the technical requirements of the project, estimate the resources required to complete the project, produce the schedule, identify and asses risks as well as quality, and negotiate commitments. (Larry 2002). According to (Dale et al., 2005), the project planning process consists of the following basis tasks or activities that should be talked in detail during the entire life cycle of the project:

1. Defining the technical approach to be used to solve the problem.
2. Defining the tasks to be performed and their deliverables associated with the project.
3. Define the dependency relations associated with the tasks.
4. Estimate the resources required to perform the tasks.
5. Schedule all tasks to be performed.
6. Define a budget for performing the tasks.
7. Define the organization to be used to execute the project.
8. Identify the anticipated and known risks in executing the project.
9. Define the process to be used to ensure quality.
10. Define the process to be used for specifying and controlling requirements.

Though all the above tasks are important in the project planning process in order to ensure better performance of the project, this research focused on the major ones as highlighted below due to the fact that they are of big importance for a project to succeed and also the researcher could not have enough time to study all the components as elaborated above:

1. Defining the tasks to be performed and identify all deliverables associated with the project.
2. Estimate the resources required to perform the task.
3. Identify the anticipated and known risks in executing the project.
4. Define the process to be used to ensure quality.

It is conceptualized that organizations which have effectively embraced the project planning process, records better performance as compared to those that have not. Organizations record improved performance on their projects once they effectively and efficiently undergo the project planning process in a comprehensive manner. Carrying out the various steps in the project planning process is expected to facilitate the realization of successful performance of the project. According to (Michael 2002), on examining whether there exists a link between the individual steps in the project planning process and performance, findings revealed that each of the steps in the project planning process has an effect on the overall performance of a project.

It has been argued that although there is a general perception and belief that the project planning process improves project performance, Steiner (1979), points out that poor project planning process may not translate into poor project performance. He urges that for a project to be successful all the relevant stages of the project from initiation to evaluation should be given emphasis so that a project is successful in terms of its performance. He however notes that the stage of project planning process is key in the success and overall performance of the project since it tackles almost the entire issues that need to be addressed in the project after its initiation. These include, tasks and deliverables, quality, risk, scheduling, cost estimation, work breakdown structures e.t.c

## **2. Statement of the Problem**

According to Compassion International Rwanda Fiscal Year 2013 Report, Compassion International Rwanda used an annual budget of up to fifteen million US dollars (15 million USD) funding a variety of projects in the Implementing Church Partners it partners with in the different parts of the country. The trend has been almost the same for the past 5 years whereby a lot of funds have been directed to funding projects in ICPs.

However, despite the huge funding in the past the performance of Compassion International Rwanda funded projects in the ICPs it partners with has not been very successful in the past and one of the reasons given by different auditors, assessors and implementers is poor project planning process whereby, the planning process of the projects has not been very comprehensive and logical enough to tackle all the different tasks involved in the planning process of the project (Corporate audits, 2010, 2011, and 2012). In order for a project to succeed and yield good results, the project planning process should be given emphasis taking into account all the aspects, elements and different players and stakeholders of the project being initiated.

According to (Kevin 2001) Organizations from both the private and public sector are increasingly embracing the practice of project planning process in anticipation that this will translate to improved project performance. The manner and extent to which each of the components or tasks and steps in the project planning process is given attention is expected to have a direct effect or implication on the overall performance of the project (Vivien 2006).

This research therefore aimed at assessing the effect of project planning process on performance of NGOs funded projects by surveying the projects funded by Compassion International Rwanda in the City of Kigali in the districts of Gasabo, Nyarugenge and Kicukiro

### **3. Objectives of the study**

#### *3.1 General objective*

To assess the effect of project planning process on performance of NGOs funded projects through surveying projects funded by Compassion international Rwanda in the ICPs it partners with.

#### *3.2 Specific objectives*

- To find out how defining the tasks and their deliverables affects performance of projects funded by Compassion International Rwanda.
- To find out how estimating the resources required to perform the task, affect performance of projects funded by Compassion International Rwanda
- To find out how identifying the anticipated and known risks in executing the project, affects performance of projects funded by Compassion International Rwanda
- To find out how defining the process to be used to ensure quality, affects performance of projects funded by Compassion International Rwanda

### **4. Research questions**

- How does defining the tasks and their deliverables, affects performance of projects funded by Compassion International Rwanda?
- How does estimating the resources required to perform the task, affects performance of projects funded by Compassion International Rwanda?
- How does identifying the anticipated and known risks in executing the project, affects performance of projects funded by Compassion International Rwanda?
- How does defining the process to be used to ensure quality, affects performance of projects funded by Compassion International Rwanda?

### **5. Research Design**

The research study was quantitative in nature and was studied through a survey. Descriptive survey research portrays an accurate profile of persons, events, or situations (Robson, 2002). A survey allows for the collection of various data from a sizable population in highly economical way. Surveys have also been used successfully on other studies on NGOs funded projects in Rwanda and also on Compassion International Rwanda funded projects. Surveys also allow collection of quantitative data which can be analyzed quantitatively using descriptive and inferential statistics (Saunders et al., 2007). Moreover it allows for comparison which this study intended to do. A survey will be appropriate for this study as the variables will be studied in their natural setting and the researcher has no control over them.

## **6. Target Population**

Target population is defined as all the members of a real or hypothetical set of people, events or objects, which a researcher wishes to generalize the research study (Borg and Gall 1989). Compassion International Rwanda ICPs employs four (4) permanent staff who are the implementers of the projects that Compassion International funds or partners with at each ICP. Compassion International Rwanda has 25 Implementing Church partners in Kigali city which are spread over in the districts of Gasabo, Nyarugenge and Kicukiro. Therefore the target population is 100 staff of ICP. Since the geographical scope of the study is Kigali city, these staff will be those working in the ICPs of Kigali city in the districts of Gasabo Nyarugenge and Kicukiro.

## **7. Sample Design**

Sampling is a procedure through which some elements are selected from the population to be representatives of that population (Robson, 2002). The basic idea is that by selecting a sample, conclusions can be drawn about the entire population. Stratified random sampling technique was used to select the sample from the target population. The choice of this technique is that stratified random sampling technique ensures that it helps in organizing the population into strata so that each sample in the population is given equal chances of being selected. The samples were grouped into strata of project directors, accountants, and social workers who are the staff at each respective ICP.

### *7.1 Sample size*

A sample size refers to the number of units that are chosen from the sampling frame from which data will be gathered or collected (Saunders et al., 2007). The method used to determine the sample size was according to the; Table 7.1: Sample sizes for different sizes of the population at a 95% confidence level assuming data are collected from all cases in the sample. (Saunders et al., 2007). The margin of error considered was 5%. Therefore, taking into consideration a sampling frame with one hundred (100) staff who are implementers of the projects that Compassion International implements with the ICPs, the sample size was seventy nine (79).

## **8. Data collection**

### *8.1 Data collection Instrument*

The instrument used in data collection was a questionnaire. According to (Robson, 2002) a questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering or collecting information from respondents. The research used a self-administered questionnaire with semi structured questions consisting of a five point Likert scale and open ended questions. The questionnaire consisted of Part A which included general information questions, Part B which included questions on project planning process and Part C contained questions on performance. The questionnaire was first tested on the respondents of two implementing partners and then later rolled out to all the respondents after making correction to it.

## 9. Data analysis

The data collected was first captured in Microsoft Excel, checked for completion and coded. Data for this study was analyzed quantitatively using percentages, frequencies and using multiple linear regression. The regression model used was  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$  where:

$\beta_0$  = Constant

$X_1$  = represents tasks and deliverables index

$X_2$  = represents resources index

$X_3$  = represents risk index

$X_4$  = represents quality index

$\beta_1$ ;  $\beta_2$ ;  $\beta_3$ ;  $\beta_4$  = regression coefficient

$e$  = error term

Descriptive analysis of a five point Likert scale was used to find out the effect of project planning process on project performance of NGOs. Statistical software called Statistical Package for Social Scientists (SPSS) version 15.0 was used to execute the multiple linear regression. The results were presented using tables for ease of understanding. This allowed for interpretation of findings and also generated recommendations from the findings.

## 10. Research Findings and Discussions

The study was carried out to assess the effect of project planning process on performance of NGOs funded projects; a survey of Compassion International Rwanda funded Projects. This chapter presents the results of the study. The first part of the chapter presents information about the study respondents followed by an analysis of the questions in the questionnaire.

### 10.1 Response rate

The study targeted seventy nine (79) staff members of the twenty five (25) implementing church partners in the city of Kigali. Only fifty five (55) of the targeted respondents returned filled questionnaires, a response rate of 70% which according to Mugenda (2003) is sufficient for reporting and analysis. The researcher used the drop-and-pick method whereby the researcher distributed questionnaires to the respondents and then collected them after two weeks. The percentage of non response could be attributed to the respondents' busy schedules.

### 10.2 Part A: General information

The study found it essential to establish the said information since it configured the generous trust under which the study can reasonably access the applicable information. The study findings relied on this information of the respondents so as to classify the diverse results according to their acquaintances and responses.

Table 10.1 shows that 15 respondents (27%) have a diploma certificate, 37 respondents (67%) have a bachelors degree, 3 respondent (6%) have a masters degree and no respondent had a doctorate degree. Most of the respondents had a bachelors degree.

**Table 10.6 Level of education**

Qualification	Frequency	Percentage
Diploma Certificate	15	27
Bachelors Degree	37	67
Masters Degree	3	6
Doctorate degree	0	0
<b>Total</b>	<b>55</b>	<b>100</b>

As shown in table 10.2 below, 12 of the respondents in this study had worked in their respective ICPs for between 1 to 5 years (22%). 22 of the respondents (40%) had worked for between 5 to 10 years, 11 had worked for 10 to 15 years (20%), 7 had worked for 15 to 20 years (13%) and 3 had worked for above 20 years (5%). Majority of the respondents had served at the ICPs for more than 5 years.

**Table 10.7 Length of service at the ICPs**

Years	Frequency	Percentage
1-5 years	12	22
5-10 years	22	40
10-15 years	11	20
15-20 years	7	13
Above 20 years	3	5
<b>Total</b>	<b>55</b>	<b>100</b>

### 10.3 Part B: Project planning process

This section analyses the results of the project planning process components in the sampled ICPs that Compassion International Rwanda partners with.

#### 10.3.1 Section A: Tasks and their deliverables.

This section analyses the project planning process of defining the tasks their deliverables and the extent to which the activities involved in defining tasks and identifying deliverables are applied at the ICPs by the staff.

Table 10.3 below indicates that in responding to the extent to which when planning a project the staff at ICPs put in place a detailed work breakdown structure or a list of tasks that will be performed from start to completion of the project, 15% felt that it was a very great extent, 20% felt it was a great extent, 45% felt it was a moderate extent, 11% felt it was little extent and 9% felt not at all. This shows that WBS are put in place at a moderate rate by staff at the ICPs.

**Table 10.8 Extent WBS is put in place**

Rating	Frequency	Percentage
Very great extent	8	15
Great extent	11	20
Moderate extent	25	45
Little extent	6	11
Not at all	5	9
<b>Total</b>	<b>55</b>	<b>100</b>

Table 10.4 below indicates that in responding to the extent to which when planning a project staff at the ICPs identify all the deliverables attached to each task in the WBS to be performed from start to completion of the project, 11% felt that it was very great extent, 15% felt it was great extent, 51% felt it was moderate extent, 13% felt it was little extent and 11% felt not at all. This shows that identifying all deliverables attached to each task in the WBS to be performed from start to completion of the project is moderately done by staff at the ICPs.

**Table 10.9 Extent identifying deliverables attached to tasks**

Rating	Frequency	Percentage
Very great extent	6	11
Great extent	8	15
Moderate extent	28	51
Little extent	6	13
Not at all	7	11
<b>Total</b>	<b>55</b>	<b>100</b>

Responding to the extent to which when planning a project staff at ICPs identify all the milestones signifying the important decision making points in the entire lifetime of the project, table 10.5 below shows that, 9% felt that it was very great extent, 15% felt it was great extent, 20% felt it was moderate extent, 40% felt it was little extent and 16% felt not at all. This shows that when planning a project, identifying all the milestones signifying the important decision making points in the entire lifetime of the project is done at a little extent by staff at the ICPs.

**Table 10.10 Extent identifying milestones**

Rating	Frequency	Percentage
Very great extent	5	9
Great extent	8	15
Moderate extent	11	20
Little extent	22	40
Not at all	9	16
<b>Total</b>	<b>55</b>	<b>100</b>

Responding to the extent to which when planning a project staff at ICPs identify the technical requirements that are needed in each task to be performed within a project, table 10.6 below shows that, 7% felt that it was very great extent, 9% felt it was great extent, 20% felt it was moderate extent, 45% felt it was little extent and 18% felt not at all. This shows that when planning a project, identifying the technical requirements that are needed in each task to be performed within a project is done at a little extent by staff at the ICPs.

**Table 10.11 Extent identifying technical requirements**

Rating	Frequency	Percentage
Very great extent	4	7
Great extent	5	9
Moderate extent	11	20
Little extent	25	45
Not at all	10	18
<b>Total</b>	<b>55</b>	<b>100</b>

### 10.3.2 Section B: Resources

This section analyses the project planning process of estimating resources required for the tasks within a project and the extent to which activities involved in estimating resources required to perform tasks within a project are applied at the ICPs by staff.

Table 10.7 below indicates that in responding to the extent to which when planning a project staff at the ICPs estimate all the financial resources that are needed to perform each task in the project from start to completion of the project, 27% felt that it was very great extent, 40% felt it was great extent, 18% felt it was moderate extent, 13% felt it was little extent and 1% felt not at all. This shows that estimating all the financial resources that are needed to perform each task in the project from start to completion of the project is done to a great extent at 67% by staff at the ICPs.

**Table 10.12 Extent estimating financial resources**

Rating	Frequency	Percentage
Very great extent	15	27
Great extent	22	40
Moderate extent	10	18
Little extent	7	13
Not at all	1	1
<b>Total</b>	<b>55</b>	<b>100</b>

Table 10.8 below indicates that in responding to the extent to which when planning a project staff at the ICPs use the known methods for estimating the costs for each activity in the project, 5% felt that it was very great extent, 9% felt it was great extent, 13% felt it was moderate extent, 55% felt it was little extent and 18% felt not at all. This shows that using the known methods for estimating the costs for each activity in the project is done to a little extent and sometimes not at all at 73% by staff at the ICPs.

**Table 10.13 Extent methods for estimating costs**

Rating	Frequency	Percentage
Very great extent	3	5
Great extent	5	9
Moderate extent	7	13
Little extent	30	55
Not at all	10	18
<b>Total</b>	<b>55</b>	<b>100</b>

Table 10.9 below indicates the extent to which when planning a project staff at the ICPs categorize the costs associated with the project, 4% felt that it was very great extent, 5% felt it was great extent, 11% felt it was moderate extent, 58% felt it was little extent and 22% felt not at all. This shows that categorizing the costs associated with the project is done to a little extent and sometimes not at all at 80% by staff at the ICPs.

**Table 10.14 Extent categorizing costs**

Rating	Frequency	Percentage
Very great extent	2	4
Great extent	3	5
Moderate extent	6	11
Little extent	32	58
Not at all	12	22
<b>Total</b>	<b>55</b>	<b>100</b>

Responding to the extent to which when planning a project staff at ICPs estimate all the human resources that are needed to perform all the tasks of the project from start to completion of the project, table 10.10 below shows that, 11% felt that it was very great extent, 16% felt it was great extent, 36% felt it was moderate extent, 33% felt it was little extent and 4% felt not at all. This shows that when planning a project, estimating all the human resources that are needed to perform all the tasks of the project from start to completion of the project is moderately done and little done at 69% by staff at the ICPs.

**Table 10.15 Extent estimating human resources**

Rating	Frequency	Percentage
Very great extent	6	11
Great extent	9	16
Moderate extent	20	36
Little extent	18	33
Not at all	2	4
<b>Total</b>	<b>55</b>	<b>100</b>

Responding to the extent to which when identifying the human resources to perform the tasks staff at ICPs look at the skills requirements for the particular tasks that are to be performed within the project, table 10.11 below shows that, 9% felt that it was very great extent, 14% felt it was great extent, 41% felt it was moderate extent, 36% felt it was little extent and 0% felt not at all. This shows that when identifying the human resources to perform the tasks by looking at the skills requirements for the particular tasks that are performed within the project is moderately done and sometimes to a little extent by staff at the ICPs.

**Table 10.16 Extent skills requirements**

Rating	Frequency	Percentage
Very great extent	5	9
Great extent	8	14
Moderate extent	23	41
Little extent	20	36
Not at all	0	0
<b>Total</b>	<b>55</b>	<b>100</b>

### 10.3.3 Risk

This section analyses the project planning process of identifying the anticipated and known risks in executing the project and the extent to which activities involved in identifying the anticipated and known risks in executing the project are applied at the ICPs by staff.

Table 10.12 below indicates the extent to which when planning a project staff at the ICPs analyze the project and identify all the known and unknown risks associated with the project, 2% felt that it was very great extent, 5% felt it was great extent, 16% felt it was moderate extent, 40% felt it was little extent and 36% felt not at all. This shows analyzing the project and identify all the known and unknown risks associated with the project is done to a little extent and sometimes not at all by staff at the ICPs.

**Table 10.17 Extent identifying risks**

Rating	Frequency	Percentage
Very great extent	1	2
Great extent	3	5
Moderate extent	9	16
Little extent	22	40
Not at all	20	36
<b>Total</b>	<b>55</b>	<b>100</b>

Table 10.13 below indicates the extent to which when planning a project staff at the ICPs assess the risks in terms of; severity of impact, likelihood of occurrence and controllability, 0% felt that it was very great extent, 4% felt it was great extent, 20% felt it was moderate extent, 36% felt it was little extent and 40% felt not at all. This shows that assessing the risks in terms of severity of impact, likelihood of occurrence and controllability, is not at all done and sometimes is done to a little extent at 76% by staff at the ICPs.

**Table 10.18 Extent assessing risks**

Rating	Frequency	Percentage
Very great extent	0	0
Great extent	2	4
Moderate extent	11	20
Little extent	20	36
Not at all	22	40
<b>Total</b>	<b>55</b>	<b>100</b>

Table 10.14 below indicates the extent to which when planning a project staff at the ICPs put in place a contingency plan to help them mitigate or reduce the negative impact of a foreseen risk or event when it becomes a reality, 0% felt that it was very great extent, 2% felt it was great extent, 11% felt it was moderate extent, 20% felt it was little extent and 67% felt not at all. This shows that putting in place a contingency plan to help ICPs mitigate or reduce the negative impact of a foreseen risk or event when it becomes a reality, is not at all done at 87% by staff at the ICPs.

**Table 10.19 Extent contingency plan**

Rating	Frequency	Percentage
Very great extent	0	0
Great extent	1	2
Moderate extent	6	11
Little extent	11	20
Not at all	37	67
<b>Total</b>	<b>55</b>	<b>100</b>

Table 10.15 below indicates the extent to which when planning a project staff at the ICPs put in place a risk response control mechanism to help them implement the risk strategy and also monitor and adjust the plan for new risks as they occur, 0% felt that it was very great extent, 4% felt it was great extent, 11% felt it was moderate extent, 24% felt it was little extent and 64% felt not at all. This shows that putting in place a risk response control mechanism to help ICPs implement the risk strategy and also monitor and adjust the plan for new risks as they occur, is not at all done at 86% by staff at the ICPs.

**Table 10.20 Extent risk response control mechanism**

Rating	Frequency	Percentage
Very great extent	0	0
Great extent	2	4
Moderate extent	6	11
Little extent	12	22
Not at all	35	64
<b>Total</b>	<b>55</b>	<b>100</b>

### 10.3.4 Quality

This section analyses the project planning process of defining the process to be used to ensure quality and the extent to which activities involved in defining the process to be used to ensure quality of the project are applied at the ICPs by staff.

Responding to the extent to which when planning a project ICPs put in place a quality management plan for the project indicating how to satisfy the quality demands of the project and knowing what the quality expectations of the project are, table 10.16 below shows that, 2% felt that it was very great extent, 5% felt it was great extent, 7% felt it was moderate extent, 40% felt it was little extent and 45% felt not at all. This shows that putting in place a quality management plan for the project indicating how to satisfy the quality demands of the project and knowing what the quality expectations of the project are is not at all done at ICP and sometimes done a little at 85% by staff at the ICPs.

**Table 10.21 Extent quality management plan**

Rating	Frequency	Percentage
Very great extent	1	2
Great extent	3	5
Moderate extent	4	7
Little extent	22	40
Not at all	25	45
<b>Total</b>	<b>55</b>	<b>100</b>

Responding to the extent to which when planning for quality ICPs have tools and measures they use to plan for quality, table 10.17 below shows that, 0% felt that it was very great extent, 4% felt it was great extent, 11% felt it was moderate extent, 42% felt it was little extent and 44% felt not at all. This shows that having tools and measures used to plan for quality is not at all done at ICP and sometimes done a little at 86% by staff at the ICPs.

**Table 10.22 Extent tools and measures to plan for quality**

Rating	Frequency	Percentage
Very great extent	0	0
Great extent	2	4
Moderate extent	6	11
Little extent	23	42
Not at all	24	44
<b>Total</b>	<b>55</b>	<b>100</b>

Responding to the extent to which when planning a project ICPs put in place contingency measures to be taken when something goes wrong in relation to quality, table 10.18 below shows that, 0% felt that it was very great extent, 8% felt it was great extent, 8% felt it was moderate extent, 42% felt it was little extent and 43% felt not at all. This shows that putting in place contingency measures to be taken when something goes wrong in relation to quality is not at all done as well as done a little at 85% by staff at the ICPs.

**Table 10.23 Extent contingency measures for quality**

Rating	Frequency	Percentage
Very great extent	0	0
Great extent	4	8
Moderate extent	4	8
Little extent	22	42
Not at all	23	43
<b>Total</b>	<b>55</b>	<b>100</b>

Responding to the extent to which when planning a project ICPs put in place quality assurance plan to ensure quality standards within a project are respected throughout the project from start to finish, table 10.19 below shows that, 0% felt that it was very great extent, 4% felt it was great extent, 5% felt it was moderate extent, 45% felt it was little extent and 43% felt not at all. This shows that putting in place a quality assurance plan to ensure quality standards within a project are throughout the project from start to completion is not at all done as well as done a little at 90% by staff at the ICPs.

**Table 10.24 Extent quality assurance plan**

Rating	Frequency	Percentage
Very great extent	0	0
Great extent	2	4
Moderate extent	3	5
Little extent	25	45
Not at all	25	45
<b>Total</b>	<b>55</b>	<b>100</b>

#### 10.4 Part C: Performance

This section sought to establish the perceived performance of the projects over a number of years. As shown in table 10.20 below, responding to perceived performance of sustainability of projects where by if a project is completed the community where the project was implemented is able to carry on the activities of the project without any difficulties thus impacting the society or community positively, 33% felt it was very good, 36% felt that it was good, 22% felt it was average, 5% felt that it was poor and 4% felt that it was very poor. This shows that performance of projects in terms of sustainability is above average at 90%.

**Table 10.25 Performance (Sustainability)**

Rating	Frequency	Percentage
Very good	10	18
Good	15	27
Average	25	45
Poor	3	5
Very poor	2	4
<b>Total</b>	<b>55</b>	<b>100</b>

As shown in table 10.21 below, responding to perceived performance of sustainability of projects where by a project is able to generate income after their completion for beneficiaries thus improving their living standards, 9% felt it was very good, 22% felt that it was good, 33% felt it was average, 24% felt that it was poor and 13% felt that it was very poor. This shows that performance of projects in terms of income levels is average and below.

**Table 10.26 Performance (income levels)**

Rating	Frequency	Percentage
Very good	5	9
Good	12	22
Average	18	33
Poor	13	24
Very poor	7	13
<b>Total</b>	<b>55</b>	<b>100</b>

## 10.5 Statistical analysis

Data was collected from 55 respondents in 25 implementing church partners. The researcher measured four predictor variables namely tasks and deliverables, estimating resources, risk and quality. The outcome variable was performance of NGOs funded projects; taking a survey of projects funded by Compassion International Rwanda. All these variables were measured using five-point likert scales developed by the researcher. Respondents were required to fill out the likert scales after which scores for each variable was computed. These scores were used in the regression analysis.

Multiple regression analysis was conducted to determine the best linear combination of tasks and deliverables, resources, risk, and quality in determining performance of Compassion International Rwanda funded projects.

### 10.5.1 Descriptive statistics

The descriptive statistics for the outcome variable and the four predictors are shown in table 4.22 below.

**Table 10.27 Descriptive statistics for predictors of performance of NGOs funded projects**

Variable	Mean	Standard Deviation	N
Performance of projects	54.37	10.26	55
Tasks and deliverables	49.37	12.03	55
Resources	26.51	7.00	55
Risk	11.86	3.59	55
Quality	30.63	6.44	55

### 10.5.2 Correlation between the variables

The strength of correlation between the outcome variables and each predictor variable as well as between the predictor variables themselves was tested using Pearson's moment correlation coefficient. The results are summarized in table 4.23 below. An examination of table 4.23 suggests positive correlations between performance of NGOs funded projects and each of the predictor variables.

Performance was most strongly correlated with tasks and deliverables ( $r=.692$   $p=.004$ ) followed by resources ( $r=.544$   $p<.001$ ) then quality ( $r=.436$   $p=.021$ ) and lastly risk ( $r=.418$   $p<.001$ ). Correlations between predictors were positive and moderate which together with the moderate correlations between the predictors and performance of NGOs funded projects made the data suitable for multiple regression analysis.

**Table 10.28 Correlations between variables in the regression model**

Variable	Performance of projects	Tasks and deliverables	Resources	Risk	Quality
Performance of projects	-	.692	.544	.418	.436
Tasks and deliverables		-	.492	.372	.514
Resources			-	.461	.372
Risk				-	.452
Quality					-

### 10.5.3 Multiple linear regression

Multiple linear regression was used to determine how tasks and deliverables, resources, risk and quality could be used to predict performance of NGOs funded projects. Since the researcher did not have any *a priori* hypotheses concerning which of the predictors had more influence on performance, the standard regression method was used whereby all the variables were entered into the model simultaneously (Tabachnick and Fidell 2007).

The ANOVA for the regression model is presented in table 10.24 below. An examination of table 10.25 shows that the regression model comprising tasks and deliverables, resources, risk and quality was significant in predicting performance of NGOs funded projects since ( $F(4,30)=10.65, p<.001$ ) hence there is a significant linear relationship between tasks and deliverables, resources, risk quality and performance.

**Table 10.29 ANOVA for the regression model**

Model	Sum of Squares	Df	Mean square	F	Sig
Regression	2100.957	4	525.239	10.652	.000(a)
Residual	1479.215	30	49.307		
Total	3580.171	4			

Table 10.25 presents a summary of the regression model that includes the four predictors namely; tasks and deliverables, resources, risk and quality as well as the outcome variable which is performance of NGOs funded projects. The analysis revealed that task and deliverables could significantly predict performance ( $\beta=.609$   $t(33)=2.32$   $p=.028$ ). Resources significantly predicted performance ( $\beta=.35$   $t(33)=2.22$   $p=.032$ ). Risk significantly predicted performance ( $\beta=.02$   $t(33)=2.12$   $p=.045$ ) and quality also predicted performance ( $\beta=.16$   $t(33)=2.18$   $p=.042$ ) The four predictors produced an adjusted  $R^2$  value of .59 ( $F(4,30)= 10.65, p<0.001$ ) for the prediction of performance. This means that tasks and deliverables, resources, risk and quality together accounted for approximately 59% of variance in performance which according to Cohen (1988) is a large effect.

**Table 10.30 Multiple linear regression for predictors of performance of NGOs funded projects**

Model	Unstandardized Coefficients		Standard Coefficient Beta	T	Sig
	B	Standard error			
Constant	22.33	5.99		3.89	.001
Tasks and deliverables	.520	.224	.609*	2.32	.028
Resources	.511	.230	.349*	2.22	.032
Risk	.045	.021	.016*	2.21	.045
Quality	.249	.114	.156*	2.18	.042

Note  $R^2=.587$   $F(4,30)= 10.65$ ,  $p<0.001$  \* $p<.05$

The beta coefficients presented in table 10.25 suggest that tasks and deliverables contributed the most predicting performance of NGOs funded projects followed by resources, risk and quality respectively. To gauge the relative important of each independent variable in predicting performance of NGO funded projects, the standardized beta values for the independent variables were compared.

Tasks and deliverables made the greatest contribution with standardized beta value of .609 followed by resources with standardized beta value of .349. Risk was third with standardized beta value of .156 and quality made the least contribution with standardized beta value of .016. the fitted model is  $Y=1.13$ . This means that tasks and deliverables, resources, risk and quality significantly influence performance of NGO funded projects. It also means that an increase of one unit of tasks and deliverables, resources, risk and quality index increases Y by 1.13.

## 10.6 Discussion of findings

### 10.6.1 Tasks and their deliverables and performance of NGOs funded projects

The study sought to establish how defining tasks and identifying deliverables affects performance of NGOs funded projects. The study revealed that as one aspect of project planning process, defining tasks and identifying deliverables had a greater effect on performance of NGOs funded projects compared to estimating resources, identifying anticipated risks, and ensuring quality. Increasing the level of defining tasks and identifying deliverables in NGOs funded projects would translate into improved performance of those projects.

Various authors concur on the importance of defining tasks and identifying deliverables to the overall performance of NGOs funded projects (Dale, Stephen and Geoffrey, 2005; Denis, 2002; Harvey 2002). The results of this study have confirmed that the same applies to Compassion International Rwanda see (Table 4.25). According to Gerald (2010) the more you understand the tasks and deliverables that a project is to fulfill, the more that project succeeds in terms of its performance.

The results illustrate that well defined, challenging, measurable, attainable and time bound tasks as well as deliverables and project's staff commitment to them, enhances the performance of projects see (Table 4.3, Table 4.4, Table 4.5 and Table 4.6). These tables are consistent with the earlier works of (Dale, Stephen and Geoffrey, 2005). Dale urged that understanding the tasks to be performed in the project as well as deliverables for each task will in turn lead to better performance of that project. The study has indeed established a link between defining tasks and identifying deliverables and overall performance of the project.

The study explicitly and implicitly presents the significance between the effects of defining tasks and identifying deliverables on performance of projects and also offers empirical support for the proposition. The results confirm the inseparable link between defining tasks and identifying deliverables and performance of projects. The study confirmed that defining tasks and identifying deliverables has a significant effect on performance of NGOs funded projects after surveying Compassion International Rwanda funded projects.

### **10.6.2 Estimating resources and performance of NGOs funded projects**

Estimating resources was the second aspect of project planning process that was investigated. The study found that among the four factors investigated, estimating resources was the second most important after defining tasks and identifying deliverables. The results of this study propose a significant relationship between estimating resources as an aspect of project planning process and performance of NGOs funded projects see (Table 4.25). These findings are consistent with several previous studies (Carl 2004 and Aarhus 2009).

These results exemplify the importance of estimating resources as a component of the project planning process that enable projects to perform well during their implementation period Harold (2001). The results collaborate further many arguments in favor of estimating resources as a means of project planning process. For example, when resources for a particular project are well estimated and budgeted for during the course of the project planning process, the implementation of that project will be implemented with enough resources in terms of both financial and non-financial resources hence successful performance of the project Elizabeth (2007).

Estimating resources during the project planning process is more likely to produce the necessary positive level of performance for a particular project (Erik and Clifford 2001). see (Table 4.7, Table 4.8, Table 4.9 Table 4.10 and Table 4.11). Therefore, it emerged that estimating resources as a project planning process component has a positive effect of performance of projects. The study found that projects performance is higher where project owners have comprehensively estimated the resources needed for the project.

### **10.6.3 Identifying the anticipated risks and performance of NGOs funded projects**

The study investigated how identifying the anticipated risks as a component of the project planning process affects the performance of NGOs funded projects by surveying Compassion International Rwanda funded projects. Based on the above, the findings of this study confirmed the importance of identifying the anticipated risks to the performance of NGOs funded projects. The effect of identifying anticipated risks is well documented. The results concur with a number of previous studies (James, 1995; Norman, 2001 and Henrik 2011)

These results demonstrate the importance of identifying anticipated risks in the project planning process as a basis for making a project successful during its implementation period see (Table 4.12, Table 4.13, Table 4.14, Table 4.15 and Table 4.16). However, the study showed that while indeed identifying anticipated risks affects performance of NGOs funded projects by surveying Compassion International Rwanda funded projects, it was the least influential of the four project planning process components that were investigated.

Identifying anticipated risks is expected to play a very major role in performance of NGOs funded projects especially in Compassion International Rwanda funded project. But as the results of this study have shown, it has less effect compared to defining tasks and identifying deliverables and estimating resources.

#### **10.6.4 Defining the process to ensure quality and performance of NGOs funded projects**

Finally the study sought to establish how defining the process to ensure quality affects the performance of NGOs funded project by surveying Compassion International Rwanda funded projects. The results showed that indeed defining the process to ensure quality has a positive influence on performance of NGOs funded projects which is in line with the findings of other researchers (Robert, 2004; Michael, 2002: and Kerzner, 2003). see (table 4.25)

The study results illustrated defining the process to ensure quality as the process of making sure that the outcomes of the project or the deliverables of the project meet the quality standards in place for such deliverables as well as the requirements of the project Mochal (2011). see (Table 4.17, Table 4.18, Table 4.19, and Table 4.20)

These results illustrated defining the process to ensure quality in the project planning process as a basis for ensuring successful performance of the project. However, out of the four components of the project planning process investigated, defining the process to ensure quality came last to defining tasks and deliverables, estimating resources and identifying anticipated risks.

### **10.7 Research questions**

#### **10.7.1 Research Question one: How does defining the tasks and their deliverables , affects performance of projects funded by Compassion International Rwanda?**

The first question the study sought to investigate was how does defining the tasks to be performed and identify all deliverables associated with the project, affects performance of projects funded by Compassion International Rwanda. According to the multiple regression model summarized in table 4.25, the unstandardized beta coefficient for defining tasks and identifying deliverables was .520. This means that if defining tasks and identifying deliverables increases by one unit, performance of NGOs funded projects would increase by 0.520. Defining tasks and identifying deliverables made a statistically significant contribution to performance in public universities.

#### **10.7.2 Research question two: How does estimating the resources required to perform the task, affects performance of projects funded by Compassion International Rwanda?**

The study investigated the effect estimating resources has on performance of NGO funded project by surveying Compassion International Rwanda funded projects. According to the multiple regression model summary of Table 4.25, estimating resources made a significant contribution to determining performance of NGOs funded projects. The unstandardized beta value for estimating resources was .511 which means that if estimating resources increases by one unit, performance on NGOs funded projects would increase by 0.511.

#### **10.7.3 Research question three: How does identifying the anticipated and known risks in executing the project, affects performance of projects funded by Compassion International Rwanda?**

The researcher wanted to find out how identifying anticipated risks affects performance of NGOs funded projects by surveying Compassion International Rwanda funded projects. The regression model (Table 4.25) indicated that identifying anticipated risks contributed to the prediction of performance of NGOs funded projects. With an unstandardized beta value of .045, performance of NGOs funded projects would increase by 0.045 for every unit increase in identifying anticipated risks.

#### **10.7.4 Research question four: How does defining the process to be used to ensure quality, affects performance of projects funded by Compassion International Rwanda?**

Finally, the study sought to investigate the effect of defining the process to ensure quality on performance of NGOs funded projects by surveying Compassion International Rwanda funded projects. From table 4.25 multiple regression model summary, defining the process to ensure quality made a statistically significant contribution to performance of NGOs funded projects. Defining the process to ensure quality had an unstandardized beta value of .249. Therefore, if defining the process to ensure quality is increased by one unit; the researcher expects performance of NGOs funded projects to increase by 0.249.

#### **10.8 Summary**

To gauge the relative importance of each independent variable in predicting performance of NGOs funded projects, the standardized beta values for the independent variables were compared. Defining tasks and their deliverables made the greatest contribution to performance of NGOs funded projects with standardized beta value of .609 followed by estimating resources with standardized beta value of .349. Identifying anticipated risks was third with standardized beta value of .156 and defining the process to ensure quality made the least contribution with standardized beta value of .016. This means that an increase in one unit of defining tasks and their deliverables, estimating resources, identifying anticipated risks and defining the process to ensure quality would increase by 1.13.

### **1. Conclusions And Recommendations**

#### **11.1 Conclusion**

The main aim of the research was to assess the effect of project planning process on performance of NGOs funded projects by surveying Compassion International Rwanda funded projects in the city of Kigali. Four components of the project planning process which are; defining tasks and identifying deliverables, estimating resources, identifying anticipated risks and defining the process to ensure quality were studied and how they affected the performance of projects. From the study the following conclusions can be drawn.

The study established that staff of the implementing church partners are aware of the project planning process and its importance in their work when planning for different projects that they implement. All projects at the ICPs follow a defined process when planning for them before they are implemented and the four components of the project planning process are applied at the ICPs at varying levels.

The study also established that among the four components of the project planning process that were studied in the research, defining tasks and identifying deliverables is widely understood by the ICPs staff that the other components. Estimating resources is also practiced but identifying risks and defining the process to ensure quality are not well taken care of by staff at the ICPs.

The review of literature of the project planning process revealed a positive effect on performance of projects. The research study attempted to empirically test the effect of project planning process on performance of NGOs funded projects and the findings indicated that defining tasks and identifying deliverables and estimating resources are valuable components of the project planning process that have a major effect on performance of NGOs funded projects especially among the Compassion International Rwanda funded projects that were studied. Identifying anticipated risks and defining the process to ensure quality were seen to have the least effect on performance of NGOs funded projects for Compassion International Rwanda funded projects that were studied.

The results of the study show a positive and significant association between identifying tasks and deliverables and estimating resources as components of the project planning process to performance of NGOs funded projects. The research could have important academic and practical implications. Theoretically, it could contribute to a better understanding of the effect of project planning of performance of NGOs funded projects.

In practice, it points out how project planning process is being done and viewed at the implementing church partners that Compassion international Rwanda partners with and how the project planning process has affected the performance of the projects at ICPs.

## **11.2 Recommendations**

As a result of this study, the researcher recommends the following.

1. The study recommends that Compassion International Rwanda Implementing Church Partners should focus and put more emphasis on the project planning process by involving all project staff in the process so that they can understand the importance of the project planning process in order to improve on performance of their projects.
2. Furthermore, the study recommends that for improved performance of Compassion international Rwanda funded projects in the ICPs it partners with, all the components of the project planning process should always be addressed in the project planning process by looking at each in detail including those that were not studied in this research.
3. The study also recommends that staff at the ICPs be trained in the area of project planning process as the study identified that some components of the project planning process are not well understood by most of the staff at the ICPs on their importance in the project planning process.
4. Finally the study recommends that Compassion international Rwanda puts more effort in building the capacity of its Implementing Church partners so that they can be able to plan and implement the projects funded by Compassion International Rwanda.

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