

## Effect of Program Planning Practices on Program Performance: A Case of Vision Umurenge Programme in Gasabo District, Rwanda

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### ABSTRACT

*The purpose of this study was to assess the effect of project planning practices on performance of Vision Umurenge Programmes (VUP) in Gasabo District, specially to assess the effect of project human resource planning on VUP performance, to examine the effect of risk planning on VUP performance and to examine the effect of time planning on VUP performance in Gasabo district. The theories that guided this study were the goal settings, resource-based view and the theory of constraints. The study adopted descriptive and correlational research design in addressing the statement of the problem. Questionnaire and interview guides were used to collect data from 97 respondents selected from a population of 26,593 using census and simple random sampling techniques. A census method and simple random sampling were used to get sample for the study. Data was analyzed using descriptive and inferential statistics methods using statistical SPSS. Qualitative data was analyzed thematically. The study results showed that that human resource planning rates had an overall mean of  $(4.01 < 4.32 < 5.00)$  which indicates a very high mean and standard deviation of  $(0.848 > 0.5)$  which indicates a no-homogeneity in responses. The overall descriptive statistic mean of risk planning was  $(4.01 < 4.29 < 5.00)$  an indication very high mean and standard deviation of  $(0.823 > 0.5)$  an indication of homogeneity in responses. The overall time planning mean was  $(4.01 < 4.29 < 5.00)$  an indication of very high mean and standard deviation of  $(0.848 > 0.5)$  an indication of no-homogeneity in responses. The study further found that in the regression model the association between human resource planning and program performance was positive and significant effect ( $R=0.563$ ,  $\text{sig}=0.000 < 0.05$ ). It was evident that there is a positive association and significant effect between risk planning and program performance ( $R=0.294$ ,  $\text{sig}=0.005 < 0.05$ ), and there was a positive association and significant effect between time planning and program performance ( $R=0.601$ ,  $\text{sig}=0.000 < 0.05$ ). The study concludes that program human resources planning, risk planning and time planning significantly contribute to predicting and positively influencing Vision Umurenge Programme in Gasabo district. The study suggests that local authorities should provide adequate training to human resources, address diverting cash for beneficiaries to unplanned activities, and assess their graduation. It also recommends that beneficiaries should understand the types of VUP components. Risk planning is crucial for program performance, and project scope should be used to estimate risk, with the Work Breakdown Structure (WBS) linked to the project plan. Accurate activity sequencing is essential for accurate and achievable schedules. Regular checks and controls are crucial for early identification of deviations, allowing the project team to take necessary actions.*

**Keywords:** Gasabo District, Program Planning Practices, Program Performance, Rwanda, Vision Umurenge Program

### I. INTRODUCTION

Before starting a program, it is relevant to conduct thorough program planning, which is a crucial task for any program manager, as it considers all necessary aspects of the program. Since a program planning is the most important and significant factor in ensuring the program performance. Thus, planning a program involves designing the entire project layout in advance, like creating a detailed program performance (Plattfaut, 2022). According to Crawford (2021) generally, programs are tasks-oriented endeavour requiring a program management process for businesses, non-profits, and governments to achieve objectives within a limited timeframe and resources, while planning serves as the framework for organizing the tasks it is the crucial phase before program execution, involving manpower, resources, and a sequence of activities to ensure program performance. Woschank and Pacher (2020) stated that program planning involves not only creating a plan but also integrating it with the organization's strategic management. The study added that any program necessitates a special focus on management functions to ensure program performance and success. This helps to achieve high program performance; therefore, program manager must successfully navigate the program life cycle, which includes initiation, planning, execution, monitoring, controlling, and closing phases. In this regard, planning is second stage in the program lifecycle.

Globally, program planning requires a thorough understanding of the program's context. This comprehensive understanding allows program managers to tailor impactful and sustainable strategies. Anafi et al. (2023) noted that

community-based program planning is crucial for long-term prosperity in Malaysia, as it considers local needs and aspirations at all stages, involving community members' skills and experiences in decision-making and incorporating their experiences into the process. Further, Woschank and Pacher (2020) posited that, in Australia, introduced concept for educational services, and validates a toolkit for measuring program planning success was a key point for successful program planning in community development. Similarly, Scala et al. (2023) noted that Program planning plays a crucial role in the systematic process of defining the necessary steps and resources to achieve specific objectives within organizations in the United States. It involves a structured approach that ensures clarity in goal setting and resource allocation. In this wise, the program performance is a metric that gauges the effectiveness and achievement of a program's goals. Generally, the program performance is influenced by various factors. Alabdullah and Hussein (2023) stated that risk planning and management were profitable in project management in Oman.

In Africa, program planning is seen as important tool in successful program. Gamo et al. (2022) stated that program planning significant impacted differences in variables predicting community participation in the watershed development program before and after its implementation in Ethiopia. In addition, Prah et al., (2023) pointed out that, in Ghana, the success of agriculture program was due to various factors program planning included. It means that a well-defined program planning process offers numerous benefits, including clear goals achievement, efficient resource management, and increased stakeholder satisfaction by aligning program outcomes with expectations. Conversely, lack of a clear program plan leads to program failure. According to Sitati and Muchelule (2023) noted that, in Kenya, poor planning was the main cause of program failure, as it leads to missed deadlines, budget overruns, and scope changes, deviating from the project's intended path and hindering the achievement of desired outcomes.

In Rwanda, program planning is seen as a systematic process that enables managers to plan, execute, track, and complete program with the help of a risk management, program team, time planning. According to Moise and Richard (2023) project planning impacted on the performance of agriculture projects at Holland Greentech-Rwanda, as most projects spend more resources, time, and budget on risks.

### 1.1 Statement of the Problem

The significance of preparing a program for success before the execution stage is paramount, but lack of clear planning can lead to the risks and issues for performance. Programmes failures are frequently attributed to missed deadlines, dissatisfied bosses and customers, and deliverables not meeting expectations (Ika & Pinto, 2022). Schlegel et al. (2023) noted that the distinction between failure and success in program management, stating that failure can occur at any stage, while success is typically recognized at the end. This understanding aids in early identification of failing programs, enabling timely interventions, cost overruns, resource misallocation, and improved project management outcomes, preventing cost overruns.

The studies in Rwanda have included the Vision Umurenge Program research. For examples, Mugabo (2018) assessed the limitations of Vision Umurenge Program and the author concluded that the beneficiaries' factors like financial illiteracy, VUP-specific factors like insufficient support, payment delays, and climate change factors like food inflation and draught. Further, Karangwa (2021) asserted that likelihood of repayment the Vision Umurenge Program-financial service loan is positively influenced by level of education, while the number of dependents negatively affects repayment. In Gasabo district, Vision Umurenge Program faced some challenges, the reasons for delays of activities are public works delay at sectors level, funds delivery delay for beneficiaries, diverting cash for beneficiaries to unplanned activities. Additionally, the managers concentrated the time on financial activities and resources to identify problems, but they didn't monitor and evaluate the beneficiary's graduation.

The studies on Vision Umurenge Program performance are limited. There is a gap since none of above-mentioned studies have not concerned on program planning and Vision Umurenge Program in Gasabo district. Therefore, this study sought to bridge this gap by investigating the effect of program planning practices on performance of Vision Umurenge Program in Gasabo district.

### 1.2 Research objectives

The research objectives are highlighted below

- i. To determine the effect of human resource planning on performance of Vision Umurenge Programme in Gasabo district.
- ii. To analyze the effect of risk planning on performance of Vision Umurenge Programme in Gasabo district.
- iii. To assess the effect of time planning on performance of Vision Umurenge Programme in Gasabo district.

### 1.3 Research Hypotheses

$H_{01}$  : There is no significant effect of human resource planning on performance of Vision Umurenge Program in Gasabo district.

$H_{02}$  : There is no significance effect of risk planning on performance of Vision Umurenge program in Gasabo district.

$H_{03}$  : There is no significant effect of time planning on performance of Vision Umurenge Program in Gasabo district

## II. LITERATURE REVIEW

### 2.1 Theoretical Underpinning

The study was anchored on the following participatory communication theory, feedback intervention theory and Goal-Oriented Communication Theory.

#### 2.1.1 Theory of Resource-Based View

Jay Barney's work in the 1990s significantly contributed to firm of RBVT, dominant in strategic planning is transforming. RBVT statement asserts that it is derived from its valuable, rare, inimitable, and nonsubstitutable resources. RBVT is an organizational strategy that emphasizes the use of internal resources to obtain the advantage (Vasudevan, 2021).

Scholars have identified the importance of the RBVT. Fore examples, Davis and DeWitt (2021) asserted that firm's organizational systems, processes, and structure enable it to capitalize on a resource for a competitive advantage, potentially enhancing its bargaining power in the marketplace. The author added that RBVT aided in identifying and estimating the functional form of resources levels and their relation to firm performance.

Further, Nayak et al. (2023) noted that organizational performance can be analyzed from various perspectives and RBVT. The organization has the ability to utilize resources and should incorporate them into its strategic formulation. RBVT aided managers to maximize their skills, enabling efficient resource allocation, improved program or project performance. Additionally, Ployhart (2021) pointed out that RBVT enhances in understanding organizational performance. It often focuses on the firm level, overlooking individual factors contributing to performance. Salsabila et al. (2022) confirmed that the use of RBVT for enhancing firm performance and analyzing success sources may not be optimal if it is divided into environment-based and resource-based theories. In this way, the RBVT aids program or project managers to determine strategic resources, ensuring their efficient utilization.

It considers the program donor, program team, and government, aiming to make the best decisions for all involved, ensuring the best possible outcome. Those studies didn't show how RBVT is important in the effective of human resource planning in ensuring the performance of Vision Umurenge Programme in Gasabo district. Therefore, this theory is appropriate to this study as it involves the various parties in program implementation and planning for program success. It supports also in obtaining advantage by conducting extensive resource analysis, allocation, and cross-functional usage. Additionally, RBVT helped the researcher to underpin the effect of human resource planning on VUP performance in Gasabo district.

#### 2.1.2 Theory of Constraints

Theory of Constraints (TOC), initially developed as a production scheduling aid by Eliyahu Goldratt in the 1970s (Orue et al., 2021). TOC is a strategy that focuses on improving current constraints until they no longer limit throughput, then shifting focus to the next constraint. It aims to help organizations achieve their goals. It is also a handled technique developed by the goal, which was first popularized in operations management and has been applied in program or project management since 1997.

According to Woschank and Pacher (2020) a constraint in TOC refers to any obstacle that hinders a system from reaching its maximum throughput or performance. It can be physical or non-physical. It can effectively mitigate risk and improve project bottlenecks, especially when feeling stuck on improvement efforts, by identifying the primary limiting factor. In this regard, Wu et al. (2020) used the TOC as a framework that helps in selecting the most effective improvement method considering both variability and costs. This is seen as project management methodology that aids in identifying and addressing project limiting factors.

The enhancing a frontend machine in a production line can be more effective than addressing the throughput bottleneck. Further, Mishra (2020) applied this theory in project management, specifically in the manufacturing industry, to enhance project performance under time constraints. The author added that TOC process involves five fundamental steps: identifying the constraint, exploiting it, subordinating to exploitation, elevating system performance, and repeating the process. Moreover, in the study by Kinoti and Sang (2022) focused on managing project constraints and completing constituency development fund projects. They concluded that prioritizing projects with theory of constraints were key factors in enhancing project success. However, lack of quality checks during implementation could delay project completion.

The above studies show no consensus on which program risk planning is relevant to the performance of Program. This study emphasizes the need for further research on the significance of risk planning as TOC assists managers in planning and setting strategies to moderate constraints in their organizations and rethink their fundamental assumptions about achieving their goals. This study used this theory to underpin the effect of risk planning on

performance of Vision Umurenge Programme in Gasabo district as TOC in project, such as time constraints, costs constraints are crucial in understanding project performance as they impact overall project success.

### 2.1.3 Theory of Goal Setting

Edwin pioneered goal-setting research in 1968. Goal-Setting Theory (GST) is a well-researched theory that links goal setting and task performance. It is a concept that concerns specific goals on the subsequent performance of an individual. It is also strategic that encourages employees to create a specific and measurable objective to enhance productivity (Gyepi-Garbrah et al., 2023).

The several studies stated that Goal-setting theory enhances project management performance and efficiency by aiding teams in comprehending and achieving their objectives. According to Liu et al. (2020) in the study used goal-setting theory in survey of Chinese companies' infrastructure projects, collecting 162 data samples, and analyzing them using structural equation modeling. The study shows that using theory goal-setting reduced employees' misunderstandings and increases performance opportunities, as these goals are actionable and clearly communicate the necessary tasks.

Further, a study by Gyepi-Garbrah et al. (2023) employed goal-setting and expectancy theories to comprehend the process of achieving career goals in the hospitality sector. The author added that TGS suggested that clear, specific and challenges goals are more motivating than vague or easy goals. In this way, to effectively handle a program team, it's crucial to listen to feedback and set clear goals. This enables program or project managers to adjust the complexity of expectations and goals.

Those studies didn't show how time planning is meaningful in performance program as Theory of Goal Setting enhances performance by increasing the level of self-set goals, reinforcing commitment to these goals, and reinforcing commitment. This theory is relevant to this study as it aided the researcher to explain the effect of time planning on performance of Vision Umurenge Programme in Gasabo district

## 2.2 Empirical review

This study's empirical literature review aims to address specific research questions by examining past studies, resulting human resource planning, risk planning and time planning.

### 2.2.1 Human Resource Planning and Program Performance

Zadeh et al. (2022) investigated the application of simulated annealing algorithm in program or project management for human resource planning in Canada. The study utilized cognitive context and basic research information to meet human needs. The research employed a meta-heuristic algorithm as the solution method. The study findings showed that employing people in the tasks and use job rotation among other tasks to prevent human resource fatigue and burnout, as these tasks are similar in many sections. The study focused on human resource planning and the work environment. However, the current study concerned on program human resource on performance of Vision Umurenge Programmes.

Anwar and Abdullah (2021) studied on the impact of human resource management practices on organizational performance in Iraq, using a quantitative research method with 240 respondents. It rejects all hypotheses except the fifth hypothesis, suggesting a positive association between decentralization and organizational performance. The study focused on human resource management and the performance of government institutions. However, the current study concerned on program human resource on performance of Vision Umurenge Programmes.

Agustian et al. (2023) examined the role of Human Resource Management (HRM) in achieving a competitive advantage in business administration. Using a qualitative descriptive analysis method, the study examines the characteristics, context, and factors related to the research topic. Data from Google Scholar from 1996 to 2023 was used to analyze the data. The results indicate that effective HR management strategies are crucial for achieving and maintaining a competitive advantage in business administration. Prioritizing aspects such as quality recruitment, employee development, motivation, efficient performance management, progressive corporate culture, responsiveness to change, and technology utilization can help companies achieve better results in the face of intense competition.

Umamaheswari et al. (2022) studied on human resources planning and managerial performance in Rwanda. The study adopted both descriptive and interpretive research design. The study revealed that job analysis and human resource information systems do not significantly impact the managerial performance. The study focused on human resources planning and managerial performance in Rwanda Housing Authority. However, the current study assessed the human resource planning on performance of Vision Umurenge Programme.

### 2.2.2 Risk Planning and Program Performance

Muthuveeran et al. (2022) conducted a study on investigating the risk management process practices in Malaysia land scape planning project. The study conducted semi-structured interviews with 24 landscape architect practitioners



in Klang Valley. The study revealed that the six steps of risk management process was not effectively managed. The study worked on risk management and land scape planning project, but the current study analyzed the effect of risk planning on performance of Vision Umurenge Programme.

Alabdullah and Hussein (2023) have conducted a study on risk management, female leadership and program performance in Oman. The study used cross-sectional, quantitative approach to analyse the annual reports of 2022 listed companies. The data was analyzed by the partial least square approach, providing a comprehensive understanding of the data. The study findings indicated a significant correlation between risk management and profitability. The study focused on risk management and program performance in Oman, but the current study analyzed the effect of risk planning on performance of Vision Umurenge Programme.

Kimotho (2023) study evaluated the impact of risk management on the performance of government-funded housing construction projects in Kenya. The study utilized modern portfolio theory and prospect theory to analyze the association among variables in 350 contractors, supervisors, and project team leaders from government-funded housing construction projects. The research showed a significant correlation between independent variables and dependent variables. It focused on risk management and government funded housing projects performance, but the current study analyzed the effect of risk planning on performance of Vision Umurenge Programme.

The study done by Moise and Richard (2023) on investigating the impact of project planning on the performance of agricultural projects at Holland GreenTech, Rwanda. The study utilized non-probability sampling (Purposive) and a closed-ended structured questionnaire to collect primary data from a small population. The study revealed that the planning process significantly impacts the performance of agricultural projects. The study confirmed that risk planning, project planning enhanced tasks performance. The study was limited on planning and project performance in Rwanda, but the current study analyzed the effect of risk planning on performance of Vision Umurenge Programme

### **2.2.3 Time Planning and Program Performance**

Mohammed (2023) The study assessed the time overruns and time management strategies in a road construction program in Iraq. A study was conducted using a random sampling technique to assess time management techniques in road construction projects in Erbil municipality. The study involved 126 questionnaires administered to professionals, including project managers, engineers, and contractors. The case study analyzed 70 construction projects from 2018-2022, identifying monitoring processes, software packages, work progress, and progress records in Erbil City municipality projects. The economic crisis was the primary cause of time overrun, resulting in delayed payment of contractors' dues and an unreasonable project completion timeline. The study focused on factors contributing to time and management on road construction projects, but the current study examined the effect of time planning on performance of Vision Umurenge Programme.

Wang et al. (2021) studied on identifying and analysis trade-offs between time, cost, and quality in construction projects. The optimization model is developed using a quantitative research method, with two main steps: formulation and implementation. The model is tested using a case study of a 20-activity construction project. The model shows practical value for construction managers by identifying various trade-off solutions between time, cost, and quality objectives. For instance, the model can identify the shortest project duration at 84 days while keeping cost under \$440,000 and quality above 85%. However, with an additional budget of \$20,000, the quality can be increased to 0.935 (8.5 percent improvement). The model's performance is verified and tested using a case study of 20 activities.

A study Abugre et al. (2023) on investigating the impact of time management on employee performance in selected Non-Profit Organizations (NPOs) in Ghana. A survey was conducted using various multivariate analytical techniques to test three symmetrical hypotheses about the association between employees' time behaviors and performance outcomes. The study showed that both short-range and long-range time management behaviors significantly influence employee work performance in Non-Profit Organizations. The study examined the time management and selected organization, but the current study examined the effect of time planning on performance of Vision Umurenge Programme.

Ndayisaba and Mulyungi (2018) evaluated the influence of human, time, and financial resource management on project success implementation in Rwanda. The study utilized a descriptive survey design and utilized both quantitative and qualitative data collection methods. The study revealed a positive correlation between resource management and project success implementation. It emphasized the crucial of human, time, financial, and stakeholder involvement in enhancing livelihoods and achieving efficiency and value for money, but the current study examined the effect of time planning on performance of Vision Umurenge Programme.

### III. METHODOLOGY

#### 3.1 Research Design

The research design is a systematic framework that guides data collection, measurement, and analysis, ensuring accurate and systematic results (Abutabenjeh & Jaradat, 2018). This study utilized descriptive and correlational research design. The descriptive research was employed to identify frequencies, trends, and categories in a study. The descriptive research design enabled the researcher to give an description based on responses among respondents. The study used correlational analysis in determining the relationship between program planning and performance of Vision Umurenge Programme.

In this study, the mixed methods research involves combining quantitative and qualitative data used in this study. The quantitative research used questionnaire tool in quantitative data collection by using close-ended questions. Quick and Hall (2015) stated that quantitative research is a method that employs numerical data and statistical analysis to answer research questions. While, The qualitative research in this study provided more information about project by interview.

#### 3.2 Population and Sampling

The present study works with 3 program coordinators, 30 program implementers and 26,560 program beneficiaries. Census and simple random sampling was used to obtain a sample of 97.

**Table 1**  
*Target Population*

Target Population				
District		Program Management Staff	Program Components	Target Population
Gasabo District	Gasabo district	Program coordination	Direct support, public works and financial services at district level	3
	15 sectors of Gasabo district	Program implementers	Direct support, public works and financial services at sector level	30
	Gasabo district	Program beneficiaries representative	Direct support	7171
			Public works	12.203
			Financial services	7186
Total				26.593

The Table 1 above shows that the program coordination staff were 3, the program implementers were 30 and program beneficiaries were 26 593 from VUP of Gasabo district. The VUP chooses beneficiaries for public works projects based on various criteria, including household poverty, land ownership, labour capacity, vulnerability, gender parity, household composition, child age, and disability.

#### 3.3 Research Instruments

A questionnaire instrument was designed by the researcher. The instrument's content was derived from performance of Vision Umurenge Program. Specifically, in component of program planning like human resource planning, risk planning and time planning as specific objectives. The questionnaire had two sections, the section one identified the demographic characteristics of respondents and section two brought the information relating to the effect of program planning and performance of Vision Umurenge Program in Gasabo district. While, on the section two, the study considered a Likert scale measurement. The items on the Likert scale were scored on a 5-point scale, ranging from strongly agree to strongly disagree where 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The research used this tool for quantitative data collection from 30 program implementers and 67 beneficiaries. In the section B, the questionnaire has been categorized under program planning and performance practices to ensure easy access to respondents' answers and facilitate research code.

This study also utilized the interview guide for data collection. Taherdoost (2022) noted that an interview guide helps in obtaining the most relevant information from each interviewee. An interview is a valuable method for gathering more information, clarification, and capturing facial expressions of interviewees. The researcher used this tool for qualitative data collection from 3 program coordination staff at district level as key informants. Research was chosen an accessible location using one day for asking the questions for 3 interviewees. Further, before asking questions the researcher introduced the importance of the study and provide a clear explanation of confidentiality. Additionally, the researcher used a phone to fix an appointment with respondents before interview conducting.

#### 3.4 Data Analysis Methods

This study employed the descriptive and inferential statistics. Descriptive statistics in this study involved the use of frequencies, mean, standard deviations, and percentages. While the inferential statistics in this study included the

correlation analysis and regression analysis to determine the relationship between the program planning as independent variable and program performance of VUP as dependent variable. The results were presented using tables producing by SPSS version 25.0. The study employed a mixed methods approach, combining quantitative and qualitative data. Qualitative data was analyzed thematically.

#### IV. FINDINGS & DISCUSSION

The section presents the study's results and discussion derived from the data gathered from the field. The analysis is focused on the objective of the study on program planning and performance of VUP in Gasabo district.

##### 4.1 Demographic characteristics of the respondents

In this section, respondents provided the socio-demographic information including gender, age, marital status, qualification of the participants.

**Table 2**

*Response Rate*

Response	Frequency	Percent
Responded	94	96.9
unreturned	3	3.1
<b>Total</b>	<b>97</b>	<b>100.0</b>

Table 2 presents the response rate of respondents. This study sampled 97 respondents for data collection. This study administrated hundred (97) questionnaires including VUP implementors and beneficiaries. Out of those, 94(97.0%) questionnaires were returned and well responded and 3(3.1%) didn't return the questionnaires. The research was conducted to all interviewee. Hence, the rate was 96.9%. The researcher achieved response rate by personally visiting respondents to remind them to complete and return questionnaires.

**Table 3**

*Gender of Respondents*

Gender	Frequency	Percent
Male	37	39.4
Female	57	60.6
<b>Total</b>	<b>94</b>	<b>100.0</b>

Table 3 presents the findings about the gender distribution among respondents. Out of 94 respondents, the majority of respondents was female as shown by 60.6% while 39.4% were male. The study involved both genders, indicating that the participants were both female and male. Gender plays a crucial role in research as it influences study participation rates, affecting the overall quality of the research.

**Table 4**

*Age Group of Respondents*

Age Group	Frequency	Percent
Between 18-29	1	1.1
Between 30-39	23	24.5
Between 40-49	20	21.3
50 years and above	50	53.2
<b>Total</b>	<b>94</b>	<b>100.0</b>

Table 4 presents the age group of respondents from various age in VUP in Gasabo district. This information is meaningful in this research as it determines the knowledge and experience of respondents in VUP. Among the 94 respondents, the majority of respondents were aged of 50 years and above as shown by 53.2%, 21.3% were aged between 40-49 years old, 24.5% were aged between 30-39 years old and 1.1% were aged between 18-29 years old.

**Table 5***Educational Level of Respondents*

Education Level	Frequency	Percent
Primary	40	42.6
Secondary	20	21.3
Bachelor	32	34.0
Master	2	2.1
<b>Total</b>	<b>94</b>	<b>100.0</b>

Table 5 outlines the educational level distribution of respondents from VUP in Gasabo district. The majority 42.6% in this study had primary as educational background, 34.0% of respondents were undergraduates, 21.3% had diploma and 6.4% were post-graduates. The information of the level of education plays a crucial role in this research as it enhances understanding of education and contributes to the advancement of knowledge across various component of VUP in Gasabo district.

**4.2 Descriptive Statistics**

The findings from respondents comprises human resource planning, program risk planning, program time planning and program performance. This study used the mean and standard deviation. Giving their agreement or disagreement regarding human resource planning, risk planning and time planning in the VUP performance was based on the scale of 1-5 where 1=strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. The mean values were then interpreted with a specific range: from 0.01-1.00 as very low mean, 1.01-2.00 as low mean, 2.01-3.00 as neutral, 3.01-4.00 as high mean and 4.01-5.00 as very high mean. The standard deviation was utilized to determine the heterogeneity or homogeneity of the data. If the standard deviation was less than or equal to 0.5 the data was categorized as homogeneity. Conversely, if the standard deviation exceeded 0.5, the data was considered as heterogeneity

**Table 6***Descriptive Statistics on the Effect of Human Resource Planning on Performance of Vision Umurenge Program in Gasabo District*

Statement	Mean	Std. Dev.
Human resources were recruited within VUP components plan	4.22	.906
Human resources were skilled or knowledgeable to implement VUP plan needs changes	4.31	.880
Human resources were managed within VUP components plan	4.39	.806
Human resources were trained within VUP plan and components based	4.38	.791
Overall	4.32	.845

**N=94**

Table 6 shows the descriptive statistics the effect of human resource planning on performance of Vision Umurenge Programme in Gasabo district. A substantial number of respondents agreed that human resources were recruited within VUP components plan, as indicated by the very high mean score of 4.22 indicating a very strong positive agreement and standard deviation of .906 an indication of heterogeneity in responses among respondents. Similarly, respondents demonstrated also very strong positive agreement that human resources were skilled or knowledgeable to implement VUP plan with very high mean of 4.31 indicating a very strong positive agreement and standard deviation of .880 an indication heterogeneity in responses among respondents.

Further, participants agreed that the human resource were managed within VUP components, as reflected by very high mean of 4.39 signifying a very strong agreement, however, the standard deviation of .806 an indication of heterogeneity in opinions. Additionally, respondents agreed that human resources were trained base with VUP plan and component, with a very high mean score of 4.38 and standard deviation of .791 indicating a very strong positive agreement and some heterogeneity in opinions among respondents. The present study stated that the very high mean of 4.32 for the combined statements deliberate a very strong positive agreement that there is effect of human resource planning on of Vision Umurenge Programme in Gasabo district, with the standard deviation of 0.845 indicating heterogeneity in responses among participants. The findings are align with a study by Anwar and Abdullah (2021) studied on the impact of human resource management practices on organizational performance in Iraq, using a quantitative research method with 240 respondents. It rejects all hypotheses except the fifth hypothesis, suggesting a positive association between decentralization and organizational performance. The study focused on human resource management and the performance of government institutions.



On this matter in the relations with human resources planning and program performance in Gasabo district, as members of program stated:

*“According to the different components of VUP, we have financial staff and socio-economic staff. Moreover, the VUP serves the extremely poor, severely labor-constrained households, poor pregnant women and infants at risk of malnutrition, thus, the social staff are needed”. Further, as component of VUP, “The microcredit scheme offers low-interest loans to individuals or groups, promoting sustainable income generation through financial literacy training, technical support for micro-credit applications, and coaching on micro-enterprise management, thereby enhancing the financial staff’s skills.” The findings confirm Resource-Based View Theory, the human resource manager of VUP in Gasaba district effectively recruit human resources based on VUP components. The effective application of this theory impacts program performance by determining strategic resources, ensuring their efficient utilization. This is supported by Davis and DeWitt (2021) posited that resource-based view theory aided in identifying and estimating the functional form of resources levels and their relation to firm performance”.*

**Table 7**

*Descriptive Statistics on the Effect of Program Risk Planning on Performance of Vision Umurenge Program in Gasabo District*

Statement	Mean	Std. Dev.
Program risks were identified and planned in VUP document	4.30	.787
Program risks were analyzed in VUP document	4.12	.949
Program risks were prioritized in VUP document	4.50	.635
Program risks were planned to monitor and avoid uncertainties during VUP implementation	4.24	.924
Overall	4.29	.823

N=94

Referencing to the table 7, the respondents agreed that program risks were identified and planned in VUP document (with a mean score of 4.30 and standard deviation of 0.787). The very high mean indicates a very strong positive agreement, and a standard deviation indicates heterogeneity in opinions among respondents. Similarly, respondents expressed agreement that program risks were analyzed in VUP document (with a mean score of 4.12, and standard deviation of 0.947). The very high mean indicates a very strong positive agreement and standard deviation indicates some heterogeneity in opinions among respondents.

Moreover, participants agreed that program risks were prioritized in VUP document (with a mean score of 4.50 and standard deviation of 0.635). The very high mean signifies a very strong positive agreement and standard deviation indicates some heterogeneity in opinions among respondents. Furthermore, respondents agreed that program risks were planned to monitor and avoid uncertainties during VUP implementation (with a mean of 4.24, and standard deviation of 0.924). The very high mean indicates a very strong positive agreement and standard deviation indicates some heterogeneity in opinions among respondents.

The present study stated that the overall very high mean of 4.29 for the combined statements reflects a very strong positive agreement that there is effect of program risk planning on of Vision Umurenge Programme in Gasabo district, with the standard deviation of 0.823 indicating heterogeneity in responses among participants. The findings align with Kimotho (2023) study evaluated the impact of risk management on the performance of government-funded housing construction projects in Kenya. The study utilized modern portfolio theory and prospect theory to analyze the association among variables in 350 contractors, supervisors, and project team leaders from government-funded housing construction projects. The research showed a significant correlation between independent variables and dependent variables. It focused on risk management and government funded housing projects performance, but the current study analyzed the effect of risk planning on performance of Vision Umurenge Programme.

In this matter in relations with risk management planning and VUP performance in Gasabo district, as members of program stated

*“There are need to be robust controls of cash payment to beneficiaries which allow district and sectors to make sure that the target members are indeed those who have worked and been paid. Further, when uncertainties occurred, the VUP beneficiaries contacted us or authorities at sector level to solve those problem, and VUP has uplifted citizens from poverty”.*

**Table 8**

*Descriptive Statistics on the Effect of Program Time Planning On Performance of Vision Umurenge Program in Gasabo District*

Statement	Mean	Std. Dev.
Urgent and important program tasks were done within time settings	4.41	.768
Important but not urgent program tasks were postponed	4.10	.984
Program tasks were assigned or distributed a workload among appropriate team members	4.49	.684
Program task duration was well estimated	4.18	.879
Overall	4.29	.828

N=94

The results on the table 8, show descriptive statistics the effect of program time planning on performance of Vision Umurenge Programme in Gasabo district. A significant number of respondents agreed that urgent and important program tasks were done within time settings, as indicated by the very high mean score of 4.41 indicating a very strong positive agreement and standard deviation of 0.768 an indication of heterogeneity in responses among respondents. Similarly, respondents demonstrated also very strong positive agreement that important but not urgent program tasks were postponed with very high mean of 4.10 indicating a very strong positive agreement and standard deviation of 0.984 an indication heterogeneity in responses among respondents.

Further, participants agreed that the program tasks were assigned or distributed a workload among appropriate team members, as reflected by very high mean of 4.49 signifying a very strong agreement, however, the standard deviation of .684 an indication of heterogeneity in opinions. Additionally, respondents agreed that program task duration was well estimated, with a very high mean score of 4.18 and standard deviation of 0.879 indicating a very strong positive agreement and some heterogeneity in opinions among respondents.

Overall, the very high mean score of 4.29 for the combined statements indicates a very strong positive agreement that there is effect of program time planning on of Vision Umurenge Programme in Gasabo district, with the standard deviation of 0.828 indicating heterogeneity in responses among participants. The findings are supported by Ndayisaba and Mulyungi (2018) evaluated the influence of human, time, and financial resource management on project success implementation in Rwanda. The study utilized a descriptive survey design and utilized both quantitative and qualitative data collection methods. The study revealed a positive correlation between resource management and project success implementation. It emphasized the crucial of human, time, financial, and stakeholder involvement in enhancing livelihoods and achieving efficiency and value for money, but the current study examined the effect of time planning on performance of Vision Umurenge Programme.

In this matter in relation with time planning and VUP performance in Gasabo district, as members of program stated

*“We have regular meetings with VUP beneficiaries to review their work, further, we work with contractors and pushed them to implement the VUP tasks within time set, briefly, VUP tasks are delivery within the time setting”. They added that “the average of household in the district is grew and households are accessed to financial service compared to previous years. Further, they are accessed to healthcare and nutrition, moreover, the wages are paid directly to beneficiaries without the use of intermediaries”*

**Table 9**

*Descriptive Statistics on the Performance of Vision Umurenge Program in Gasabo District*

Statement	Mean	Std. Dev.
Program tasks were delivered within time setting	4.33	.847
Program tasks met intended scope as scheduled	4.18	.983
Program tasks were delivered within budget setting	4.00	.927
Program tasks were done within quality standards	4.55	.616
Overall	4.26	.843

N=94

Table 9 shows descriptive statistics the effect of program time planning on performance of Vision Umurenge Programme in Gasabo district. The respondents agreed that program tasks were delivered within time setting (M=4.33, SD=0.847). The very high mean indicates a very strong positive agreement, and a standard deviation indicates heterogeneity in opinions among respondents. Similarly, respondents expressed agreement that Program tasks met intended scope as scheduled (M=4.18, SD=0.983). The very high mean indicates a very strong positive agreement and standard deviation indicates some heterogeneity in opinions among respondents.

Moreover, participants agreed that program tasks were delivered within budget setting (with a mean score of 4.00 and standard deviation of 0.927). The very high mean signifies a very strong positive agreement and standard deviation indicates some heterogeneity in opinions among respondents. Furthermore, respondents agreed that program tasks were done within quality standards (with a mean of 4.55, and standard deviation of 0.616). The very high mean indicates a very strong positive agreement and standard deviation indicates some heterogeneity in opinions among respondents.

The present study stated that the overall very high mean of 4.26 for the combined statements reflects a very strong positive agreement that there is the performance of Vision Umurenge Programme in Gasabo district, with the standard deviation of 0.843 indicating heterogeneity in responses among participants. The findings are aligned by Woschank and Pacher (2020) stated that program planning involves not only creating a plan but also integrating it with the organization's strategic management. The study added that any program necessitates a special focus on management functions to ensure program performance and success. This helps to achieve high program performance; therefore, program manager must successfully navigate the program life cycle, which includes initiation, planning, execution, monitoring, controlling, and closing phases. In this regard, planning is second stage in the program lifecycle.

The matter pertains to the VUP performance in Gasabo district, the interviewees noted that

*“The Vision Umurenge Programme (VUP) is a crucial social protection program in Rwanda aimed at eradicating poverty. The VUP provides direct support to those unable to work or access micro-credit. VUP promotes rural growth, and offers affordable loans, public works, and cash transfers to generate income”*

**Table 10**

*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 <sup>a</sup>	.638	.626	.40675

a. Predictors: (Constant), Human resource planning, Program risk planning, Program time planning

Table 10 presents Model Summary for the regression analysis. The R value of 0.799 indicates a strong positive correlation between the predictors (Human resource planning, program risk planning and program time planning) and the dependent variable (performance of VUP in Gasabo district).

The R Square value of 0.638 signifies that approximately 63.8% of the variability in the performance of VUP in Gasabo district can be explained by the independent variables in the model. The findings align with Gamo et al. (2022) asserted that program planning significant impacted differences in variables predicting community participation in the watershed development program before and after its implementation.

**Table 11**

*ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.201	3	8.733	52.788	.000 <sup>b</sup>
	Residual	14.890	91	.163		
	<b>Total</b>	<b>41.091</b>	<b>94</b>			

a. Dependent Variable: Program performance

b. Predictors: (Constant), Human resource planning, Program time planning, Program risk planning

Table 11 presents the Analysis of Variance (ANOVA), the result F-statistic of 52.788 indicates high significant ( $p=0.000$ ). The F-statistic examine the overall significance of the regression model, testing whether there is a significant difference between the model with predictors (human resource planning, program risk planning and program time planning) and performance of VUP in Gasabo district. In this case, the combined  $p=0.000$  with F-statistic indicate that the predictors (human resource planning, program risk planning and program time planning) have significant effect on explaining the variance in the dependent variable (performance of VUP in Gasabo district). The findings are supported by Scale et al. (2023) asserted that to achieve high program performance, a program manager must effectively navigate through the various phases of the program life cycle. These phases include initiation, planning, execution, monitoring, controlling, and closing. Each phase plays a critical role in ensuring that the program meets its objectives and delivers the desired outcomes.

**Table 12**  
*Coefficients*

		Unstandardized coefficient		Standardized coefficient	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	.813	.357		2.277	.000
	Human resource planning	.563	.091	.553	6.186	.000
	Program risk planning	.294	.102	.352	2.882	.005
	Program time planning	.601	.107	.719	5.616	.000

a. Dependent Variable: Program performance

The model that was adopted was presented as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Therefore, VUP performance = 0.813+0.563 (human resource planning) + 0.294 (program risk planning) + 0.601 (program time planning) + 0.357

Table 12 presents the coefficients for the regression model predicting performance of VUP in Gasabo district based on the predictors human resource planning, program risk planning and program time planning. The constant term has unstandardized coefficient (B) of 0.813 with a standard error of 0.357 ( $p=0.000<0.05$ ).

Regarding to the predictors, each of them demonstrates statistically significant relationships with performance of VUP in Gasabo district. Especially, for every-one unit increase in the human resource planning, there is a 0.563 unit increase in the performance of VUP in Gasabo district ( $p=0.000<0.05$ ). Similarly, program risk planning indicates a positive effect, with a 0.294 unit increase in the performance of VUP in Gasabo district. Further, program time planning has also a positive effect unstandardized coefficient of 0.601 indicating that for every-one unit increase in the program time planning, there is a 0.601 unit increase in the performance of VUP. The regression model reveals that all predictors significantly influence the performance of VUP in Gasabo district.

H<sub>01</sub> There is no significant effect of human resource planning on performance of Vision Umurenge Program in Gasabo district.  $P=0.000<0.05$ . This is rejected. The data indicates a significant positive effect of human resource planning on project performance.

H<sub>02</sub> There is no significance effect of risk planning on performance of Vision Umurenge program in Gasabo district.  $P=0.005<0.05$ . This is rejected. The data indicates a significant positive effect of risk planning on project performance.

H<sub>03</sub> There is no significant effect of time management planning on performance of Vision Umurenge Program in Gasabo district.  $P=0.000<0.05$ . This is rejected. The data indicates a significant positive effect of time management planning on project performance.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

The study aimed to examine the influence of program planning practices on the performance of Vision Umurenge Programmes. Performance is crucial in everyday life and program activities, but a high rate of program fail to achieve objectives or achieve desired effects. The undertaken the program planning and performance of Vision Umurenge Programmes where critical factors included human resource planning, risk planning and time management planning. The study made the following conclusion.

This study indicated that the project planning involves significantly in performance of Vision Umurenge Programmes. It showed that there is existing of human resource planning in Vision Umurenge Programmes implementation. Even if the managers concentrated the time on finance to identify problems, but they didn't monitor and evaluate the beneficiary's graduation. The study didn't not link those problems with the planning.

This study analyses the effect of program planning on Vision Umurenge Programmes performance and the results indicated there is effect of program planning to time, budget, scope and quality performance factors. The study was successfully conducted, with results achieved, research hypotheses answered, and objectives achieved.

### 5.2 Recommendations

The following recommendations were made. The conclusion of HRP positively affects performance of Vision Umurenge Programme in Gasabo district. The local authorities should equip the human resources in the field respective through consistent and appropriate training program should be implemented to address the diverting issue. Cash for beneficiaries to unplanned activities and assessing the beneficiary's graduation. This study also recommends that here is needed for programme beneficiaries to understand types of VUP components. Concerning risk planning, this study noted that risk planning and the performance of program are associated. The project scope should be utilized to estimate



project risk, with the WBS being linked to the project plan. Estimating activity risk is crucial for accurate overall risk estimation. The study suggests creating time schedules using the previously established WBS and ensuring accurate activity sequencing for accurate and attainable schedules. The sequencing of activities involves identifying the dependencies and logical relationships between the project activities. Regular checks and controls are crucial for project organization to identify deviations early, as a time schedule without control is ineffective and allows the project team to take necessary actions.

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