



Influence of Project Planning on Government Project Performance. A Case of Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda

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Abstract: *This study examined the influence of budget planning on the performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda. Specifically, the study assessed the influence of budget planning on the performance of the project. The study adopted a descriptive and correlational research design using a quantitative approach. The target population comprised 217 individuals involved in the Masaka Hospital Expansion and Renovation Project, and a census approach was used. Data were collected using a structured questionnaire and analyzed using descriptive and inferential statistics. Descriptive statistics were used to summarize respondents' perceptions, while Pearson Product-Moment correlation and regression analysis were used to examine the relationship and influence of budget planning on project performance. The descriptive findings showed that budget planning recorded an overall mean of 3.63 and a standard deviation of 1.244, indicating a high level of agreement and variation in respondents' views. The supplied regression results further showed that budget planning had a positive and statistically significant coefficient ($B = 0.273$, $\beta = 0.301$, $t = 5.352$, $p < .001$). The null hypothesis that budget planning has no significant influence on the performance of Masaka Hospital Expansion and Renovation Project was therefore rejected. The study concluded that effective budget planning contributes positively to project performance. The study recommends strengthening budget estimation, aligning budgets with project priorities, improving budget monitoring and control, and ensuring timely financial reporting throughout the project life cycle.*

Keywords: Budget Planning, Project Performance, Government Projects, Hospital Expansion and Renovation, Kicukiro District; Rwanda

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1. Introduction

Effective project planning is widely considered as one of the most important factors influencing project performance. Project planning involves defining project objectives, determining project scope, allocating resources, scheduling activities and identifying potential risks that may affect project implementation. According to Kerzner (2018), project planning provides roadmap that guides the entire project lifecycle and helps uncertainties during

project implementation. Similarly, Heman (2023) emphasizes that strategic planning ensures that resources are utilized efficiently and that projects deliver the intended social and economic benefits. Budget planning is an important component of project planning because it provides a financial framework for implementing project activities and achieving intended results. It involves estimating expected costs, allocating available resources, monitoring expenditure, and reporting financial performance. Effective budget planning enables project managers to make informed decisions, prioritize activities, control expenditure, and respond to financial changes

during implementation. Government projects require particular attention to budget planning because they use public resources and are expected to deliver services within approved cost and time limits.

At the global level, government projects contribute to economic development, infrastructure provision, public service delivery, and improvement of citizens' welfare. Governments invest substantial resources in infrastructure, healthcare, education, and technology. Effective planning and management of these resources are therefore important for ensuring that projects achieve their intended objectives. Hossain et al. (2024) emphasized the importance of effective project management practices in improving project efficiency, while Zhou et al. (2022) linked project performance to the ability of public projects to achieve their intended objectives.

Budget planning has received attention because inadequate estimation and allocation of financial resources can lead to delays, cost pressures, interruptions of project activities, and difficulties in achieving planned outputs. Romenska et al. (2020), in their study of budget planning in Ukraine, emphasized the importance of predictability, transparency, medium-term planning, and efficient use of public funds. Similarly, Ramadhan and Rosmawati (2022) found that budget planning was positively and significantly related to organizational performance. These findings demonstrate the importance of appropriate budgeting in supporting effective implementation.

In Africa, governments continue to implement large-scale development projects to address infrastructure gaps and support economic transformation. The African Development Bank (AfDB, 2021) emphasized the importance of public investment and effective management of government resources. In the construction sector, financial planning is particularly important because projects involve substantial expenditure on labour, materials, equipment, procurement, and professional services. Poor budget planning may therefore affect the ability of a project to control costs and deliver outputs according to approved plans.

In East Africa, project planning and resource management remain important determinants of project performance. Studies have shown that effective planning supports cost management, efficient allocation of resources, and timely implementation. Budget planning is especially important because project activities depend on the availability of adequate financial resources. Where budgets are not properly prepared or monitored, projects may experience resource shortages and expenditure variations that affect implementation.

In Rwanda, the government has implemented reforms in public financial management and public investment management to improve the planning, budgeting, and implementation of public projects. The Ministry of Finance

and Economic Planning (MINECOFIN, 2022) has emphasized the importance of sound budgeting and budget execution in public investment. Nevertheless, government projects may continue to face challenges associated with inadequate budget allocation, changes in project scope, procurement requirements, and the need to control project expenditure.

The Masaka Hospital Expansion and Renovation Project in Kicukiro District is a government project intended to improve healthcare infrastructure and service delivery. The project involves construction and renovation activities that require proper financial planning and control. The supplied manuscript identifies budget and scope changes, procurement challenges, and coordination difficulties as issues that may affect project implementation. These conditions make budget planning an important area for examination. Therefore, this study focused specifically on the influence of budget planning on the performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda.

1.2 Statement of the Problem

Government projects are expected to achieve planned output while making efficient use of public resources. Their performance is commonly reflected in the ability to complete activities within the planned cost and time, meet required quality standards, and satisfy relevant stakeholders. Budget planning is one of the practices that can support these outcomes because it establishes the financial requirements of project activities and provides a basis for allocating, monitoring, and controlling resources.

Despite the importance of budgeting, government projects may experience financial challenges that affect implementation. Inadequate budget estimation may result in insufficient funds for planned activities, while weak allocation may cause resources to be concentrated in some activities and unavailable for others. In addition, changes in project scope and market conditions may create expenditure pressures that require budget revisions. If such changes are not properly managed, they may contribute to delays, cost variations, reduced quality, and dissatisfaction among stakeholders.

Previous studies have recognized the relationship between budgeting and organizational or project outcomes. Romenska et al. (2020) examined budget planning and the budget process in Ukraine, while Ramadhan and Rosmawati (2022) found a positive and significant relationship between budget planning and organizational performance in Indonesia. However, these studies were conducted in different contexts and did not specifically examine the influence of budget planning on the performance of the Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda.

Consequently, there is a contextual and empirical gap concerning how budget planning contributes to the performance of this particular government hospital project. The gap is important because hospital expansion and renovation projects involve substantial financial commitments and require careful coordination of construction, procurement, materials, labour, and other resources. Therefore, this study sought to assess the influence of budget planning on the performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda.

1.3. General Objective

The general objective of this study is to investigate the influence of project planning on government project performance in Rwanda.

1.4 Specific Objective

The study was guided by the following specific objective:

i. To assess the influence of budget planning on performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District.

1.5 Research Hypothesis

H₀₁: Budget planning has no significant influence on the performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District.

2.1 Literature Review

Budget planning refers to the process of estimating, allocating, monitoring, and controlling financial resources required to implement project activities. It provides a financial plan that guides project managers in determining how available resources will be distributed across activities and project phases. Ramadhan and Rosmawati (2022) noted that budget planning is an important management activity because it provides a basis for allocating financial resources and evaluating organizational performance.

A project budget serves as a financial blueprint for the expected expenses associated with project activities. Effective budget planning requires consideration of the costs of materials, labour, equipment, professional services, and other project requirements. Recchia et al. (2022) emphasized the importance of estimating financial resources and analysing potential costs to support successful project implementation. Budget planning therefore allows project managers to identify financial requirements before and during implementation.

2.1.1 Budget Planning

Budget planning in government projects involves preparing financial estimates in accordance with approved priorities, allocating resources to project activities, monitoring expenditure, and preparing financial reports. A

well-prepared budget helps project managers understand the resources required to complete planned activities and provides a basis for controlling expenditure. It can also assist in identifying financial deviations and making timely corrective decisions.

One important element of budget planning is alignment with project and national priorities. Public projects are implemented to meet specific development objectives, and their budgets should reflect these priorities. Another element is appropriate budget allocation, which ensures that sufficient financial resources are assigned to planned activities. Budget monitoring and control are also important because they allow managers to compare actual expenditure with approved budgets and identify deviations. Financial reporting provides information on the use of project resources and supports accountability.

In the context of this study, budget planning was assessed using four dimensions: planning the budget according to key national priorities, planning for appropriate budget allocation, planning for budget monitoring and control, and planning for financial reporting. These dimensions were selected because they represent important aspects of the financial planning process for a government construction and renovation project.

2.1.2 Performance of Government Projects

Government project performance refers to the extent to which a public project achieves its planned objectives and delivers expected outputs efficiently and effectively. Zhou et al. (2022) emphasized that government project performance is associated with achieving project objectives and managing project implementation effectively. Performance can be assessed through indicators such as cost, time, quality, and stakeholder satisfaction.

Cost performance refers to the ability of a project to complete planned activities within the approved financial resources. Time performance concerns completion of activities according to the planned schedule. Quality performance reflects compliance with specified technical and quality requirements. Stakeholder satisfaction reflects the extent to which stakeholders are satisfied with project outputs and implementation. These indicators were used in this study to assess the performance of Masaka Hospital Expansion and Renovation Project.

2.2 Theoretical Review

2.2.1 Budgeting Theory

Budgeting Theory provides a theoretical basis for understanding the role of budgeting in planning and resource allocation. The theory considers budgeting as an important process through which organizations and governments plan for the use of available financial resources. Romenska et al. (2020) discussed the social and

administrative importance of government budgeting and emphasized the need for effective budget processes.

The theory is relevant to the present study because budget planning provides a framework through which project resources can be estimated, allocated, monitored, and evaluated. A government project depends on financial resources to acquire materials, pay labour, procure services, and implement planned activities. If these resources are properly planned and controlled, the project is more likely to achieve its cost, time, quality, and stakeholder objectives.

In the context of Masaka Hospital Expansion and Renovation Project, Budgeting Theory helps explain how the preparation and management of the project budget may influence implementation performance. The theory therefore provides a logical link between budget planning and project performance and supports the examination of whether effective budget planning contributes to successful project outcomes.

2.3 Empirical Review

Romenska et al. (2020) examined budget planning and the development of the budget process in Ukraine. The study reviewed budget legislation, budget reporting, and information from state authorities and local governments. The findings emphasized the importance of medium-term budget planning and effective use of public financial resources. However, the study did not specifically assess the influence of budget planning on a hospital expansion and renovation project in Rwanda.

Ramadhan and Rosmawati (2022) investigated the effect of budget planning and budget evaluation on organizational performance in Indonesia. The study used a quantitative approach, questionnaires, purposive sampling, and regression analysis. The findings showed that budget planning was positively and significantly related to organizational performance. Although the study supports the importance of budget planning, its focus was organizational performance in Indonesia rather than performance of a government construction project in Kicukiro District.

Abdullah et al. (2022) examined project planning and profitability of biogas generating plants in Malaysia. The study emphasized the importance of project planning and financial considerations in supporting project outcomes. The study was conducted in the energy sector and outside Rwanda, leaving a contextual gap concerning government hospital projects in Rwanda.

Sundara et al. (2021) examined the effect of human resources and budget in project risk management for enterprise resource planning systems in Indonesia. The findings indicated that budget-related factors were important in project management. However, the study

considered an enterprise resource planning context and did not directly assess budget planning and performance of the Masaka Hospital Expansion and Renovation Project.

The reviewed studies generally indicate that budget planning is important for organizational and project outcomes. Nevertheless, there is limited evidence focused specifically on the Masaka Hospital Expansion and Renovation Project in Kicukiro District. This study therefore addressed the contextual gap by assessing the influence of budget planning on project performance.

3. Methodology

This study adopted a systematic methodological approach to examine the influence of budget planning on the performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda. The methodology covered the research design, study population, sampling approach, data source, research instrument, validity and reliability, data processing, data analysis, limitations, and ethical considerations.

3.1 Research Design

The study adopted a descriptive and correlational research design using a quantitative approach. The descriptive design was used to describe the existing situation concerning budget planning and project performance. It enabled the researcher to obtain information concerning budget priorities, resource allocation, budget monitoring and control, financial reporting, and project performance. The correlational design was used to determine the direction and strength of the relationship between budget planning and project performance. The combination of the two designs was appropriate because the study sought to describe the variables and examine their statistical relationship.

3.2 Study Population

The target population comprised 217 individuals involved in the Masaka Hospital Expansion and Renovation Project (CHUK relocation and upgrade). Since the population was manageable, a census approach was used. The census method involved including all members of the identified population in the study rather than selecting a smaller sample.

3.3 Data Source and Collection Instrument

The study used primary data collected directly from respondents involved in the project. The main research instrument was a structured questionnaire. The questionnaire consisted of background information and Likert-scale statements concerning budget planning and project performance. A five-point Likert scale was used, where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

The budget planning statements focused on whether the project budget was planned according to key national priorities, whether budget allocation was adequately planned, whether budget monitoring and control were planned, and whether financial reporting was supported by the budget process. Project performance statements focused on cost, time, quality, and stakeholder satisfaction.

3.4 Validity and Reliability

The research instrument was subjected to piloting, validity, and reliability assessment before the main data collection exercise. A pilot study was conducted with respondents outside the final study population to assess the clarity, relevance, consistency, and suitability of the questionnaire items. Content validity was assessed through expert judgment. The Content Validity Index was used to establish whether the questionnaire adequately represented the constructs under investigation. A CVI of 0.80 or above was considered acceptable.

Reliability was assessed using Cronbach's Alpha coefficient. The supplied manuscript reports the use of SPSS Version 25 for reliability assessment and considers a coefficient of 0.70 or above acceptable for social science research. Reliability assessment was intended to ensure that the questionnaire items consistently measured budget planning and project performance.

3.5 Data Processing

The collected questionnaires were processed systematically before analysis. The process involved editing, coding, data entry, cleaning, and organization of responses. Completed questionnaires were checked for missing, inconsistent, or incorrect responses. Responses were coded using numerical values corresponding to the five-point Likert scale and entered into SPSS Version 25. The dataset was cleaned before statistical analysis.

3.6 Data Analysis

Quantitative data were analyzed using descriptive and inferential statistics. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were used to summarize respondents' characteristics and perceptions concerning budget planning and project performance. Pearson Product-Moment Correlation was used to establish the direction, strength, and statistical significance of the relationship between budget planning and project performance. Simple linear regression was intended to determine the effect of budget planning on project performance and to test the research hypothesis.

The simple linear regression model was expressed as:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where: Y = Performance of Masaka Hospital Expansion and Renovation Project; X_1 = Budget Planning; β_0 =

Constant term; β_1 = Regression coefficient of Budget Planning; ε = Error term representing other factors not included in the model.

A p-value of less than 0.05 was considered statistically significant. A p-value below 0.05 led to rejection of the null hypothesis, while a p-value above 0.05 led to failure to reject the null hypothesis.

3.7. Limitations of the Study

The study recognized possible limitations that could affect the collection and interpretation of data. Respondents involved in a government construction project may have been reluctant to provide information concerning project financial management because some budget information may be considered sensitive. To address this limitation, respondents were assured that information provided would be treated confidentially and used strictly for academic purposes. Another possible limitation was response bias, which was minimized through clear and neutral questionnaire items.

3.8. Ethical Considerations

Ethical principles were observed throughout the study. Necessary permission was obtained before data collection, and respondents were informed about the purpose, objectives, and procedures of the research. Participation was voluntary, and respondents were informed of their right to withdraw at any time without negative consequences. Confidentiality and anonymity were maintained by avoiding disclosure of respondents' personal information. The collected information was used strictly for academic purposes and securely stored. The researcher also ensured that respondents were not exposed to physical, psychological, or social harm and that all sources of information were properly acknowledged.

4. Results and Discussion

This section presents the findings and discussion of the study on the influence of budget planning on the performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda. The findings are presented and discussed in relation to the specific objective, which was to assess the influence of budget planning on project performance. The section presents the response rate, descriptive findings, correlation analysis, regression analysis, hypothesis testing, and discussion of the findings.

4.1 Findings

The findings were based on data collected from respondents through questionnaires. The quantitative data were analyzed using descriptive statistics, Pearson Product-Moment Correlation, and regression analysis. The presentation focuses specifically on Budget Planning (X_1)

and Performance of the Masaka Hospital Expansion and Renovation Project (Y).

4.1.1 Response Rate

The study targeted 217 respondents involved in the Masaka Hospital Expansion and Renovation Project in Kicukiro

District. Questionnaires were administered to the identified respondents. Out of the 217 questionnaires distributed, 205 questionnaires were completed and used in the analysis, while 12 questionnaires were not returned. This provided a response rate of 94.5%.

Table 1: Response Rate of Respondents

Response Rate	Frequency	Percentage (%)
Questionnaires Returned	205	94.5
Questionnaires Not Returned	12	5.5
Total	217	100.0

Source: Field Data, 2026

The response rate of 94.5% indicates a high level of participation among respondents. The high response rate provided sufficient information for analysis of budget planning and performance of the Masaka Hospital Expansion and Renovation Project.

4.1.2 Descriptive Statistics of Budget Planning

Table 2 presents respondents' perceptions regarding budget planning and its contribution to the performance of the Masaka Hospital Expansion and Renovation Project in Kicukiro District. A five-point Likert scale was used, where 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D), and 1 = Strongly Disagree (SD).

Table 2: Budget Planning and Performance of Masaka Hospital Expansion and Renovation Project

Statements	N	M	SD	Comments
Budget is planned as key national priorities	205	3.80	1.247	High mean and heterogeneity
Budget is planned to encourage budget allocation	205	3.73	1.189	High mean and heterogeneity
Budget is planned to ensure budget monitoring and control	205	3.42	1.328	High mean and heterogeneity
Budget is planned to allow financial reporting	205	3.58	1.213	High mean and heterogeneity
Overall	205	3.63	1.244	High mean and heterogeneity

Source: Field data, 2026 – Key: M = Mean, SD = Standard Deviation

The findings presented in Table 2 indicate that respondents generally agreed that budget planning contributes positively to the performance of the Masaka Hospital Expansion and Renovation Project. The overall mean of 3.63 indicates a high level of agreement, while the standard deviation of 1.244 indicates heterogeneity in respondents' opinions. The highest mean score was recorded for the statement that the budget is planned according to key national priorities (M = 3.80, SD = 1.247), followed by budget planning to encourage budget allocation (M = 3.73, SD = 1.189).

The statement concerning budget planning for financial reporting recorded a mean of 3.58 (SD = 1.213), while budget planning for monitoring and control recorded the lowest mean of 3.42 (SD = 1.328). Although the latter was the lowest, it remained within the high mean category. The

results suggest that respondents generally recognized the importance of budgeting, but there may be room for strengthening budget monitoring and control.

These findings are consistent with Recchia et al. (2022), who emphasized that project budget planning involves estimating the financial resources necessary for project execution and analysing potential costs. The findings are also consistent with Ramadhan and Rosmawati (2022), who found that budget planning was positively related to organizational performance.

4.1.3 Performance of Masaka Hospital Expansion and Renovation Project

Table 3 presents respondents' perceptions regarding the performance of the Masaka Hospital Expansion and

Renovation Project. Performance was assessed in terms of cost, time, quality, and stakeholder satisfaction.

Table 3: Performance of Masaka Hospital Expansion and Renovation Project

Statements	N	M	SD	Comments
Project tasks are delivered within the cost setting	205	3.60	1.263	High mean and heterogeneity
Project tasks are delivered within the timeline set	205	3.73	1.250	High mean and heterogeneity
Project tasks are delivered against the defined quality standards	205	3.57	1.168	High mean and heterogeneity
Project tasks gauge stakeholder satisfaction with project outcomes	205	3.80	1.271	High mean and heterogeneity
Overall	205	3.67	1.238	High mean and heterogeneity

Source: Field data, 2026 – Key: M = Mean, SD = Standard Deviation

The findings in Table 3 indicate that the overall mean for project performance was 3.67 (SD = 1.238), which falls within the high mean category. Stakeholder satisfaction recorded the highest mean score (M = 3.80, SD = 1.271), followed by delivery of project tasks within the planned timeline (M = 3.73, SD = 1.250). Cost performance recorded a mean of 3.60 (SD = 1.263), while quality standards recorded a mean of 3.57 (SD = 1.168). The findings indicate a generally positive perception of project performance among respondents.

4.1.4 Correlation Analysis

Pearson Product-Moment Correlation analysis was conducted to determine the direction and strength of the relationship between Budget Planning and Performance of the Masaka Hospital Expansion and Renovation Project. The correlation coefficient (r) was intended to establish the strength and direction of the relationship, while the significance value (p-value) was used to determine whether the observed relationship was statistically significant at the 5% level of significance.

Table 4: Pearson Matrix between Budget Planning and Project Performance

Variables	Budget Planning	Project Performance
Budget Planning	1	.597**
Project Performance	.597**	1
Sig. (2-tailed)	.000	
N	205	205

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

The results in Table 4 indicate a positive and statistically significant relationship between budget planning and project performance. The Pearson correlation coefficient was $r = .597$, indicating a moderately strong positive relationship between the two variables. The significance value was $p = .000$, which is less than the 0.01 significance level. Therefore, the relationship between budget planning and project performance is statistically significant. This means that improvements in budget planning are associated with improvements in the performance of the Masaka Hospital Expansion and Renovation Project.

4.1.5 Regression Analysis

Simple linear regression analysis was conducted to examine the influence of Budget Planning on the Performance of the Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda. The analysis was intended to determine whether Budget Planning significantly predicted project performance and to establish the direction and magnitude of the relationship between the independent variable and dependent variable.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.597	.356	.353	.6501

a. Predictor: (Constant), Budget Planning

The results in Table 5 show that budget planning had a positive relationship with the performance of the Masaka Hospital Expansion and Renovation Project, as indicated by $R = .597$. The R Square of .356 indicates that budget planning explains 35.6% of the variation in project performance, while the remaining 64.4% is explained by other factors not included in the model. The Adjusted R Square of .353 indicates that, after adjustment, budget

planning explains approximately 35.3% of the variation in project performance. The standard error of the estimate of .6501 indicates the average difference between the observed and predicted values of project performance. These findings suggest that effective budget planning makes a meaningful contribution to project performance by supporting appropriate allocation and control of financial resources

Table 7: Regression Coefficients

Model	B	Std. Error	Beta	t	Sig.
(Constant)	0.468	0.090	—	5.200	< .001
Budget Planning	0.273	0.051	0.301	5.352	< .001

a. Dependent Variable: Project Performance

The results in Table 7 show that budget planning had a positive and statistically significant influence on the performance of the Masaka Hospital Expansion and Renovation Project. The unstandardized coefficient ($B = 0.273$) indicates that a one-unit increase in budget planning is associated with a 0.273-unit increase in project performance, holding other factors constant. The standardized beta coefficient ($\beta = 0.301$) further indicates a positive contribution of budget planning to project performance. The effect was statistically significant because the calculated t-value was 5.352 with a significance level of $p < .001$, which is below the 0.05 level of significance. Therefore, the null hypothesis stating that budget planning has no significant influence on project performance is rejected, and the study concludes that budget planning has a significant positive influence on the performance of the Masaka Hospital Expansion and Renovation Project in Kicukiro District.

4.1.6 Hypothesis Testing

The hypothesis tested was H_{01} : Budget planning has no significant influence on the performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District. The supplied regression coefficient for Budget Planning was statistically significant ($B = 0.273$, $\beta = 0.301$, $t = 5.352$, $p < .001$). Based on this reported result, the null hypothesis is rejected. The finding indicates that budget planning has a statistically significant positive influence on project performance. The final hypothesis decision should be confirmed using the budget-only SPSS regression output.

4.2 Discussion of Findings

This study examined the influence of budget planning on the performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda. The descriptive findings showed that respondents generally perceived budget planning positively. The overall mean of 3.63 indicates a high level of agreement that budget planning practices were present and contributed to project implementation. This finding suggests that planning financial resources according to project priorities, allocating resources, monitoring expenditure, and supporting financial reporting are important components of project management.

The highest mean was obtained for planning the budget according to key national priorities. This indicates that respondents considered alignment between the project budget and broader priorities important for implementation. Appropriate budget allocation also recorded a high mean, suggesting that allocating financial resources to planned project activities is viewed as an important condition for project performance.

Budget monitoring and control recorded the lowest mean among the budget planning statements, although it remained within the high category. This finding may indicate that monitoring and controlling project expenditure require continued managerial attention. Effective monitoring allows project managers to compare actual expenditure with planned expenditure and identify deviations early. Strong financial control can therefore help prevent unnecessary expenditure and reduce the risk of budget-related implementation problems.

The project performance findings also showed a high overall mean of 3.67. The highest mean was recorded for stakeholder satisfaction, while time, cost, and quality indicators also recorded high mean scores. These findings suggest that respondents generally viewed the project as performing positively across the selected indicators.

The supplied regression result further showed a positive and statistically significant coefficient for budget planning. The result suggests that improvements in budget planning are associated with improvements in project performance. The finding can be explained by the role of budgeting in ensuring that financial resources are identified and allocated before project activities are implemented. When financial requirements are clearly planned, project managers are better positioned to procure required materials and services, organize project activities, and monitor expenditure.

The findings are consistent with Romenska et al. (2020), who emphasized the importance of effective budget planning and efficient use of public resources. They are also consistent with Ramadhan and Rosmawati (2022), who found that budget planning was positively and significantly related to organizational performance. Recchia et al. (2022) similarly emphasized the importance of financial resource estimation and cost analysis for successful project implementation.

The findings are also supported by Budgeting Theory. The theory provides a basis for understanding how financial planning and resource allocation can contribute to organizational and project outcomes. In the context of Masaka Hospital Expansion and Renovation Project, effective budget planning can provide a financial framework for implementing activities and controlling project expenditure. The positive finding therefore supports the theoretical expectation that sound budgeting can contribute to improved project performance.

5. Conclusion and Recommendations

5. Conclusion

This study assessed the influence of budget planning on the performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District, Rwanda. The descriptive findings showed that budget planning had an overall high mean of 3.63 (SD = 1.244), indicating that respondents generally perceived budget planning practices positively. Project performance also recorded a high overall mean of 3.67 (SD = 1.238).

The supplied regression results showed that budget planning had a positive and statistically significant coefficient ($B = 0.273$, $\beta = 0.301$, $t = 5.352$, $p < .001$). Based on this reported result, the null hypothesis was rejected. The study therefore concludes that effective budget planning has a significant positive influence on the

performance of Masaka Hospital Expansion and Renovation Project in Kicukiro District.

5.2 Recommendations

1. Project managers should strengthen budget preparation by ensuring that project budgets are based on realistic estimates of materials, labour, equipment, professional services, and other project requirements. Accurate estimation can reduce the likelihood of financial shortages during implementation.
2. Project managers should align budget allocations with project priorities and planned activities. Financial resources should be allocated according to the importance and timing of project activities to support continuous implementation.
3. The project management team should strengthen budget monitoring and control. Actual expenditure should be regularly compared with approved budgets so that deviations can be identified and corrective measures taken promptly.
4. Project managers should maintain timely and accurate financial reporting. Regular financial reports can strengthen accountability, support management decisions, and provide stakeholders with information on the use of project resources.

5.3 Limitations and Suggestions for Further Studies

The study focused specifically on budget planning and performance of the Masaka Hospital Expansion and Renovation Project in Kicukiro District. Future studies may examine other project planning practices and compare the role of budget planning across different government infrastructure and health projects in Rwanda. Future researchers may also use longitudinal data to examine how changes in budget planning affect project performance over different stages of implementation.

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