



Effect of Project Planning Practices on Performance of Sexual Reproductive Health and Rights Project Implemented by Health Development Initiative in Kicukiro District, Rwanda

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Abstract: The general purpose of the study was to examine the effect of project planning practices on the performance of the Sexual Reproductive Health and Rights Project implemented by Health Development Initiative in Kicukiro District, Rwanda. Specifically, the study assessed the effect of resources planning, analysed the effect of risk mitigation planning, determined the effect of stakeholders engagement planning, and examined the effect of monitoring and evaluation planning on project performance. The study was guided by Resource-Based View Theory, Stakeholder Theory, Theory of Change, and Systems Theory. A descriptive and correlational research design was applied to a target population of 188 stakeholders using a census strategy, from which 177 complete questionnaires were obtained. Quantitative data were analysed using SPSS Version 29 through descriptive statistics, Pearson correlation and multiple regression. The findings established significant positive effects for resources planning ($B = 0.320$, $t = 4.211$, $p = 0.000$), risk mitigation planning ($B = 0.185$, $t = 2.984$, $p = 0.003$), stakeholders engagement planning ($B = 0.152$, $t = 2.621$, $p = 0.009$), and monitoring and evaluation planning ($B = 0.219$, $t = 3.000$, $p = 0.003$). The model explained 74.3% of the variation in project performance ($R^2 = 0.743$). The study concluded that strengthening the four planning practices improved the performance of the SRHR Project and recommended continued attention to resource scheduling, risk response planning, stakeholder participation, and monitoring arrangements.

Keywords: Project Planning Practices, Resources Planning, Risk Mitigation Planning, Stakeholders Engagement Planning, Monitoring and Evaluation Planning, Project Performance.

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1. Introduction

Sexual and Reproductive Health and Rights (SRHR) projects form an important part of health and development programming because they address access to reproductive health services, maternal health, family planning, reproductive rights, community awareness, and related service needs. Their implementation requires the coordination of people, finance, materials, schedules, community participation, risk responses, and performance information. Project planning is therefore important because it establishes how activities will be

resourced, how implementation threats will be addressed, how stakeholders will participate, and how progress will be monitored before and during delivery. The Project Management Institute (2021) treats planning as an integrated project-management function that provides the basis for implementation, monitoring, and control.

Within health projects, planning quality can directly affect whether intended services reach beneficiaries at the required time and standard. Resources planning determines the availability and deployment of human,

financial, and material inputs; risk mitigation planning anticipates threats that may interrupt activities; stakeholders engagement planning structures consultation, communication, and participation; while monitoring and evaluation planning establishes indicators, data requirements, reporting arrangements, and feedback mechanisms. These practices are closely connected because resource shortages can create implementation risks, stakeholder concerns may require management responses, and monitoring information can reveal the need to adjust budgets, schedules, or engagement arrangements. Examining the practices together therefore provides a broader assessment of how planning contributes to project performance.

Rwanda has made substantial progress in reproductive health, although important service and project-performance challenges remain. The Rwanda Demographic and Health Survey reported maternal mortality at 203 deaths per 100,000 live births and contraceptive prevalence among married women at approximately 64%, indicating that continued attention to reproductive health service delivery remains necessary (National Institute of Statistics of Rwanda [NISR], 2022). These indicators demonstrate that SRHR interventions continue to operate in a context where effective implementation and dependable project performance are important for sustaining improvements in access and health outcomes.

Evidence from Rwanda also shows that project planning is materially connected with SRHR project performance. Nibagwire and Dushimimana (2024) reported that project planning practices explained about 66.4% of the variation in the performance of an SRHR project in Bugesera District. Their study further identified the importance of resource planning, schedule planning, stakeholder planning, and scope planning. However, the operational setting of Health Development Initiative in Kicukiro District differs from the Bugesera case, and the present study focused specifically on resources planning, risk mitigation planning, stakeholders' engagement planning, and monitoring and evaluation planning.

The problem addressed by the study was therefore not simply the existence of project plans, but whether the planning practices applied within the HDI SRHR Project translated into measurable improvements in performance. Inadequate resource planning can leave activities without the personnel, finance, or materials required for delivery; weak risk preparation can expose implementation to avoidable disruption; insufficient stakeholder planning can reduce participation and responsiveness; and poorly structured monitoring and evaluation can delay identification of performance gaps. These weaknesses are particularly important in SRHR programming, where project activities depend on timely service support, community confidence, coordination with health actors, and continuous use of performance information.

Against this background, the study examined the effect of project planning practices on the performance of the Sexual Reproductive Health and Rights Project implemented by Health Development Initiative in Kicukiro District, Rwanda. The analysis considered the four planning dimensions jointly so that their individual contributions could be established while the remaining practices were held constant. This approach provided evidence on whether resources planning, risk mitigation planning, stakeholders engagement planning, and monitoring and evaluation planning each contributed independently to project performance and offered a project-specific basis for strengthening planning within the HDI intervention.

1.1 General Objective

The general objective was to determine the effect of project planning practices on the performance of the Sexual Reproductive Health and Rights Project implemented by Health Development Initiative in Kicukiro District, Rwanda.

1.2 Specific Objectives

1. To assess the effect of resources planning on performance of the SRHR Project implemented by HDI in Kicukiro District.
2. To examine the effect of risk mitigation planning on performance of the SRHR Project implemented by HDI in Kicukiro District.
3. To determine the effect of stakeholders' engagement planning on performance of the SRHR Project implemented by HDI in Kicukiro District.
4. To establish the effect of monitoring and evaluation planning on performance of the SRHR Project implemented by HDI in Kicukiro District.

2. Literature Review

Relevant theoretical and empirical scholarship was reviewed to establish the academic foundation for examining project planning practices and performance of the HDI Sexual Reproductive Health and Rights Project.

2.1 Theoretical Review

Four complementary theories were considered to explain how project resources, stakeholder relationships, causal pathways, and interconnected project components influence performance within the SRHR intervention.

2.1.1 Resource-Based View Theory

Resource-Based View Theory was introduced by Birger Wernerfelt in 1984, stating that the competitive advantage of any organization relies on the use of

tangible and intangible assets. Jay Barney's work in 1991 was critical to the emergence of RBV as a dominant paradigm in strategic management and project planning frameworks. Proponents of the model claim that to discover its competitive advantage, a company should look internally rather than examining its external competitors. The theory identifies that resources should be economically valuable, relatively scarce, difficult to imitate, and immobile across different companies to be truly valuable (Xinhua, 2024).

One of the cornerstones of RBV is the heterogeneity of resources and capabilities in a population of firms, which differentiates the competitive advantage. Because different organizations possess different combinations of resources that are difficult to replicate, some will naturally have a higher capacity for successful project delivery. The management of inimitable resources, such as local expertise or specialized knowledge, plays a significant role in achieving superior performance and maintaining an edge. Returns could be increased by identifying and acquiring the critical resources, as the firm's performance is indirectly driven by the bundle of assets. RBV theory has been adopted as a significant lens for constructing meta-analyses and empirical studies in the field of construction project management research. (Perrier, 2021).

Resource-Based View (RBV) Theory guided to evaluate the effect of project resource planning on performance of SRHR Project in Kicukiro District. The theory explains that organizational performance depends on the effective allocation and utilization of valuable, rare, and well organized resources. In this study, the theory was applied to explain how proper planning and management of financial, human, and material resources within the SRHR Project contributed to improved project performance..

2.1.2 Stakeholder Theory

Stakeholder Theory was advanced by R. Edward Freeman in 1984 and focuses on the importance of identifying and engaging all individuals or groups who have an interest in a project. The theory argues that organizations achieve better performance when they actively involve stakeholders in decision-making processes and consider their needs and expectations. Effective stakeholder engagement enhances collaboration, trust, and support, which are essential for project success (Freeman et al., 2021).

Stakeholder Theory was used to explain the role of stakeholder engagement in influencing the performance of SRHR projects. The theory is relevant because SRHR interventions involve multiple stakeholders, including beneficiaries, health workers, community leaders, and development partners. Active engagement of these stakeholders ensures that project activities are well-

coordinated, accepted by the community, and aligned with local needs, thereby improving project outcomes.

2.1.3 Theory of Change

The Theory of Change (ToC) emerged in the early-to-mid-1990s, developed by evaluators and researchers like Connell & Kubisch (1998) at the Aspen Institute Roundtable on Community Change. The Theory of Change provides a framework for understanding how planned activities lead to desired outcomes and long-term impacts. It emphasizes the importance of clearly defining causal pathways, assumptions, and expected results in project planning and implementation. This theory is widely used in development and health projects to guide planning, monitoring, and evaluation processes, ensuring that project interventions are logically linked to intended outcomes (Irfan et al., 2024).

This study applied the Theory of Change to explain how monitoring and evaluation influence project performance. The theory is relevant because it helps establish clear relationships between project activities, outputs, and outcomes. Through effective monitoring and evaluation, project implementers can track progress, assess whether intended results are being achieved, and make necessary adjustments to improve performance of the SRHR project.

2.1.4 Systems Theory

Systems Theory was proposed by Ludwig von Bertalanffy in 1928. The theory emphasizes that changes in one part of the system affect the entire system, highlighting the importance of coordination and integration among different project elements. Effective management of these interconnections is essential for achieving optimal performance (Ochoa, 2024).

Systems Theory explains that organizations and projects operate as interconnected systems composed of multiple interdependent components, where each part influences the functioning of the whole. The theory emphasizes that a system is not simply a collection of independent elements but a structured set of relationships that interact dynamically within a defined environment. A key principle of Systems Theory is that a change in one component affects other components and the overall system performance, highlighting the importance of coordination and integration in project management (Katina, 2024).

Systems Theory was used to explain how risk mitigation planning influences project performance. The theory is relevant because risks in one component of a project can affect other components, potentially disrupting the entire system. By identifying and managing risks proactively, project managers can maintain system stability, ensure continuity of operations, and enhance overall project performance.

2.2 Empirical Review

Previous empirical studies were examined to establish documented relationships between resources planning, risk mitigation planning, stakeholder engagement, monitoring and evaluation planning, and project performance.

2.2.1 Resources Planning and Project Performance

Mugorewase and Kwenya (2024) conducted a study in Rwanda on the influence of resource planning practices on the performance of the Food and Education Project in Gasabo District. The objective was to determine how resource planning, especially human resource planning, contributed to project performance. The study used a descriptive design, relied on 106 employees, applied universal sampling, and analyzed data using questionnaires, interviews, correlation, and multiple regression in SPSS. The findings showed a strong positive correlation between resource planning practices and project performance ($r = .654$, $p = 0.000$). Among the resource dimensions studied, human resource planning had the strongest significant positive effect. The study recommended continuous staff training, stronger financial resource planning, and closer tracking of work-package costs. This study is relevant to the present research because it shows that careful resource planning improves project results, although it was conducted in an education project rather than an SRHR project.

Candies and Muhire (2024) examined the effect of project resource management on performance of the Rubagabaga Hydropower Plant construction project in Rwanda. Their objective was to assess resource management practices and establish their relationship with project performance. The researchers used a descriptive research design, collected data from 150 respondents, and analyzed questionnaire and interview data using SPSS. Their findings showed high mean scores for human resource allocation, material allocation, financial resource management, and equipment management, while some weaknesses appeared in risk-related resource handling. They further found significant positive correlations ranging from 64.3% to 88.6% between resource management variables and performance indicators such as quality, budget adherence, stakeholder satisfaction, and adaptability. The authors recommended better risk identification, stronger financial monitoring, improved procurement efficiency, and continuous response to stakeholder feedback. This review supports the present study by showing that resource planning is not only about availability of resources, but also about how efficiently they are allocated and monitored during implementation.

Nibagwire and Dushimimana (2024) studied the effect of project planning on project performance in a Sexual Reproductive Health and Rights Project implemented in Bugesera District, Rwanda. Their objective was to test

how project planning dimensions affected SRHR project performance. The study reported that resource planning significantly affected project performance with $\beta = 0.418$, $p < 0.05$. It also found significant effects for schedule planning, stakeholder planning, and scope planning. The authors recommended continued active participation of public health professionals, government officials, and community members, alongside strong communication and responsiveness to stakeholder needs. This study is very close to the present study because it focused on an SRHR project in Rwanda, but it was conducted in Bugesera and not on the HDI project in Kicukiro District.

2.2.2 Risk Mitigation Planning and Project Performance

Rabechini and Carvalho (2023) conducted an empirical study in Brazil to understand the impact of project risk management on project performance. The objective was to assess whether adoption of risk management practices affected project success and to determine how widely such practices had spread in Brazilian companies. The study conducted a survey of 415 projects of varying complexity across different sectors. The findings showed that adoption of risk management practices had a significant positive impact on project success, and that the presence of a dedicated risk manager also improved outcomes. The study recommended wider diffusion of formal risk management practices and stronger institutionalization of risk responsibilities in projects. This study provides important international evidence for the present research because it confirms that risk management is not incidental but a measurable predictor of project performance.

Sangwa and Dushimimana (2023) investigated the effect of risk management practices on performance of the TWICECEKA project in Huye District, Rwanda. Their objective was to assess the effects of risk identification, risk analysis, risk response planning, and risk monitoring and control on project performance. The researchers used a census survey of 200 respondents, collected primary and secondary data through questionnaires, and analyzed the data using SPSS. The model explained 62.5% of the variation in project performance ($R^2 = 0.625$). All four risk dimensions were significant, with coefficients of $\beta = 0.353$ for risk identification, $\beta = 0.501$ for risk analysis, $\beta = 0.425$ for risk response planning, and $\beta = 0.297$ for risk monitoring and control. The study recommended strengthening the depth and quality of risk analysis to improve decision-making and response planning. This evidence is directly useful to the current research because risk mitigation planning is one of the four key independent variables under examination.

2.2.3 Stakeholders Engagement Planning and Project Performance

Kwizera (2025) conducted a study on the influence of stakeholders' engagement on project performance of the Green Gicumbi Project in Rwanda. The objective was to examine how stakeholder engagement in planning, implementation, and decision-making influenced project performance. The study used a mixed-methods design, collected data from 150 respondents, and applied descriptive statistics, regression, and ANOVA. The findings showed that engagement in planning, implementation, and decision-making all improved project performance. Regression results showed a strong positive relationship ($R = 0.702$, $R^2 = 0.493$, $p = 0.000$), meaning stakeholder engagement explained about 49.3% of the variation in performance. The study recommended prioritizing stakeholder involvement in all project phases, improving decision-making processes, and integrating feedback continuously. This study is relevant because it demonstrates empirically that stakeholder participation improves project outcomes in Rwanda, although it focused on a climate adaptation project rather than an SRHR intervention.

Mukakarisa and Njoroge (2024) examined the effect of stakeholders' engagement on performance of construction projects in Rwanda, using Horizon Construction Company as the case. Their objective was to evaluate the effects of stakeholder involvement in project planning, implementation, and monitoring and evaluation. The study used a mixed-method descriptive and correlational survey design, sampled 125 participants from a population of 182, and analyzed the data using SPSS and thematic analysis. The findings showed significant positive effects for stakeholder engagement in planning ($\beta = 0.325$, $p = 0.000$), implementation ($\beta = 0.268$, $p = 0.000$), and monitoring and evaluation ($\beta = 0.409$, $p = 0.000$). The study recommended that organizations prioritize inclusive stakeholder engagement throughout the project lifecycle. This review is useful for the present study because it supports the argument that stakeholder engagement is not merely participatory language but a measurable driver of project performance.

2.2.4 Monitoring and Evaluation Planning and Project Performance

Uwera and Wanjiku (2023) assessed monitoring and evaluation practices and performance of non-governmental organization projects in Rwanda, focusing on the Income-Generating Activities project of Health Relief and Development Organization. The study aimed to assess M&E practices and project performance. It used a descriptive design, drew a sample of 117 respondents from a population of 165, and used questionnaires, interviews, correlation, and regression analysis. The findings showed that planning for M&E had a coefficient of 0.287 ($p = 0.002$), staff technical skills in M&E had 0.414 ($p = 0.000$), and reporting for M&E had 0.321 ($p = 0.001$). Pearson correlations were also positive and significant between M&E planning and schedule, cost,

and stakeholder satisfaction. The study concluded that stronger M&E improves project performance and recommended empowering M&E functions within NGO projects. This study is important for the current research because it shows that M&E contributes not only to accountability but also to cost, time, and stakeholder-related performance.

Ndayisaba and Dushimimana (2023) evaluated the role of monitoring and evaluation practices in successful implementation of health projects in Musanze District, Rwanda, focusing on Society for Family Health initiatives. Their objective was to determine how M&E design and planning, information dissemination, and budgeting influenced project implementation. The study used a descriptive survey and correlational design, combining quantitative and qualitative approaches with a target population of 102 respondents. The results showed strong positive correlations of 0.774, 0.756, and 0.764 between M&E design and planning, M&E information dissemination, M&E budgeting, and project implementation. Regression analysis further showed significant effects for M&E design and planning ($\beta = 0.811$, $p = 0.026$), M&E information dissemination ($\beta = 0.676$, $p = 0.019$), and M&E budgeting ($\beta = 1.379$, $p = 0.000$). The study recommended comprehensive planning, clear indicators, effective dissemination of M&E information, and adequate M&E budgets. This review is closely aligned with the present study because it was done in the health sector in Rwanda, though not specifically within SRHR programming.

Ishimwe and Gachiri (2025) studied the effect of monitoring and evaluation practices on project performance in Rwanda, using the Transforming Eastern Province through Adaptation project as a case. Their objective was to assess how M&E planning, staff training, baseline data, and information systems influenced performance. The study adopted a mixed-methods approach and used 146 respondents, including beneficiaries and staff. The findings emphasized the importance of M&E planning, continuous staff training, and reliable baseline data, and concluded that effective M&E practices significantly contributed to project performance. The authors recommended strengthening M&E planning, enhancing training programs, and improving use of information systems. This review helps the present study because it confirms that M&E is a central managerial practice in project success and not merely a post-implementation reporting activity.

Kissi et al (2019) examined the impact of project monitoring and evaluation practices on construction project success criteria in Ghana. Their study sought to establish whether M&E practices influenced project success criteria. The evidence cited in subsequent Rwandan studies shows that the Ghana study found M&E practices to be important predictors of project success. Its recommendations emphasized stronger M&E systems as part of project control and performance.

improvement. Although the context was construction rather than health, the study remains useful because it demonstrates that the performance value of M&E has also been observed beyond Rwanda.

3. Methodology

The methodological approach describes how the study was designed, how participants and instruments were handled, and how quantitative evidence was prepared and analysed to address the research objectives.

3.1 Research Design

The study employed descriptive and correlational research design. The descriptive component established the existing status of resources planning, risk mitigation planning, stakeholders' engagement planning, monitoring and evaluation planning, and project performance, while the correlational component determined the direction, strength, and statistical significance of relationships among the study variables. The manuscript reports the quantitative component of the original investigation.

3.2 Study Population and Sampling

The target population comprised 188 stakeholders, including project staff, healthcare providers, project coordinators, community health workers, and selected beneficiaries of the SRHR Project. Because the population was manageable, a census strategy was used and all 188 identified respondents were targeted.

3.3 Data Collection Instrument

Quantitative data were collected using a structured questionnaire administered to the targeted project population. The instrument used a five-point Likert scale and measured resources planning, risk mitigation planning, stakeholders' engagement planning, monitoring and evaluation planning, and project performance. Documentary materials were used as supplementary evidence in the wider study, while interview material was excluded from this manuscript.

3.4 Pilot Study, Validity and Reliability

The pilot study was conducted in Gatsibo District with a group equivalent to 10% of the study population. Expert review produced a Content Validity Index of 0.86, which

exceeded the study threshold of 0.70. Reliability testing in SPSS Version 29 produced Cronbach's Alpha values of 0.831 for resources planning, 0.819 for risk mitigation planning, 0.845 for stakeholders' engagement planning, 0.828 for monitoring and evaluation planning, and 0.802 for project performance. The overall questionnaire coefficient was 0.862; consequently, all scales exceeded 0.70 and were considered reliable.

3.5 Data Analysis

Questionnaire data were analysed using SPSS Version 29. Descriptive statistics, including means and standard deviations, summarized responses, while Pearson correlation measured the strength and direction of bivariate relationships. Multiple linear regression estimated the independent effect of resources planning, risk mitigation planning, stakeholders' engagement planning, and monitoring and evaluation planning on project performance. Statistical significance was evaluated at $p < 0.05$ using the model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$.

3.6 Ethical Considerations

Ethical considerations are principles that protect the rights, welfare, privacy, and voluntary participation of research respondents while supporting integrity in the collection and use of data.

Participants were informed of the academic purpose of the research, participation was voluntary, confidentiality was maintained, and respondents were not required to provide identifying information in the questionnaire. The collected data were used only for the stated research purpose and the study followed the applicable institutional procedures.

4. Results and Discussions

Findings from the complete questionnaires are presented, interpreted, and discussed in relation to the study objectives, regression results, theoretical perspectives, and relevant empirical evidence.

4.1 Response Rate

Questionnaire participation was sufficiently high for analysis, with 177 complete returns from the 188 instruments administered. The usable response rate was therefore 94.1%, while incomplete and unreturned instruments formed the remainder.

Table 1: Response Rate

Questionnaires	Frequency	Percentage (%)
Returned complete	177	94.1
Returned incomplete	7	3.7
Unreturned	4	2.1
Total	188	100.0

Source: Field Data, 2026

4.2 Inferential Statistics

Inferential analysis was used to move beyond description and determine whether the four planning practices were statistically connected with project performance. Correlation results were considered first, followed by the regression model, overall model significance, predictor coefficients, and hypothesis decisions.

4.2.1 Correlation Analysis

The intercorrelations among the planning variables were also positive, confirming that planning activities were connected in practice.

Table 2: Correlations

		Resources planning	Risk mitigation planning	Stakeholders engagement planning	Monitoring and evaluation planning	Project performance
Resources planning	Pearson Correlation	1	.707**	.725**	.861**	.812**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	177	177	177	177	177
Risk mitigation planning	Pearson Correlation	.707**	1	.760**	.732**	.745**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	177	177	177	177	177
Stakeholders engagement planning	Pearson Correlation	.725**	.760**	1	.707**	.739**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	177	177	177	177	177
Monitoring and evaluation planning	Pearson Correlation	.861**	.732**	.707**	1	.800**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	177	177	177	177	177
Project performance	Pearson Correlation	.812**	.745**	.739**	.800**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	177	177	177	177	177

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

Source: Field Data, 2026

Resources planning recorded a strong positive association with project performance ($r = 0.812$, $p = 0.000$). Risk mitigation planning was also positively related to performance ($r = 0.745$, $p = 0.000$), as was stakeholders engagement planning ($r = 0.739$, $p = 0.000$). Monitoring and evaluation planning produced another strong positive relationship ($r = 0.800$, $p = 0.000$). All four probability values were below 0.05, showing that stronger planning scores moved together with stronger project performance scores.

4.2.2 Regression Analysis

The coefficient pattern shows that all four planning practices added statistically useful information despite their positive intercorrelations. The fitted equation was $\text{Project Performance} = 0.678 + 0.320(\text{Resources Planning}) + 0.185(\text{Risk Mitigation Planning}) + 0.152(\text{Stakeholders Engagement Planning}) + 0.219(\text{Monitoring and Evaluation Planning}) + \varepsilon$. Each slope was positive, which means the estimated direction

of effect was consistently favorable across the four objectives.

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.862 ^a	.743	.737	.216859	2.412
a. Predictors: (Constant), Monitoring and evaluation planning , Stakeholders engagement planning , Risk mitigation planning , Resources planning					
b. Dependent Variable: Project performance					

Source: Field Data, 2026

The multiple regression model produced $R = 0.862$, $R^2 = 0.743$, and adjusted $R^2 = 0.737$. Thus, the four planning variables jointly explained 74.3% of the observed

variation in project performance. The remaining 25.7% was attributable to influences outside the fitted model. The Durbin-Watson statistic was 2.412, indicating no severe residual dependence for purposes of this model.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.425	4	5.856	124.596	.000 ^b
	Residual	8.089	172	.047		
	Total	31.514	176			
a. Dependent Variable: Project performance						
b. Predictors: (Constant), Monitoring and evaluation planning , Stakeholders engagement planning , Risk mitigation planning , Resources planning						

Source: Field Data, 2026

The ANOVA test confirmed that the combined regression equation was statistically significant ($F = 124.596$, $p = 0.000$). The model therefore provided substantially better explanation of project performance

than an intercept-only specification. Taken together, resources planning, risk mitigation planning, stakeholders engagement planning, and monitoring and evaluation planning contributed meaningful predictive information.

Table 5: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.678	.193		3.513	.001		
Resources planning	.320	.076	.340	4.211	.000	.230	4.343
Risk mitigation planning	.185	.062	.197	2.984	.003	.345	2.896
1 Stakeholders engagement planning	.152	.058	.172	2.621	.009	.350	2.857
Monitoring and evaluation planning	.219	.073	.242	3.000	.003	.227	4.401
a. Dependent Variable: Project performance							

Source: Field Data, 2026

Resources planning had the largest unstandardized coefficient among the four predictors ($B = 0.320$, $t = 4.211$, $p = 0.000$). Holding the other variables constant, a one-unit increase in resources planning corresponded with a 0.320-unit rise in project performance. Risk mitigation planning remained significant after the other planning variables entered the model ($B = 0.185$, $t =$

2.984 , $p = 0.003$). The result shows that anticipating threats and preparing responses contributed to performance beyond the effect of resource or stakeholder planning. Stakeholders engagement planning produced a positive and statistically significant coefficient ($B = 0.152$, $t = 2.621$, $p = 0.009$). Although its coefficient was smaller than those of resources planning and M&E planning, the result confirms that planned stakeholder

participation added explanatory value. Monitoring and evaluation planning was likewise significant ($B = 0.219$, $t = 3.000$, $p = 0.003$). A stronger M&E plan was associated with higher project performance when the remaining predictors were controlled.

4.3 Decision on Null Hypotheses

The null hypotheses were evaluated using the regression significance values to determine whether each project planning practice had a statistically significant effect on project performance at the 5% significance level.

Table 6: Decision on Null Hypotheses

Null Hypothesis	Sig.	Decision
H₀₁: Resources planning has no significant effect on performance of Sexual Reproductive Health and Rights Project in Kicukiro District.	.000	Rejected
H₀₂: Risk mitigation planning has no significant effect on performance of Sexual Reproductive Health and Rights Project in Kicukiro District.	.003	Rejected
H₀₃: Stakeholders engagement planning has no significant effect on performance of Sexual Reproductive Health and Rights Project in Kicukiro District.	.009	Rejected
H₀₄: Monitoring and evaluation planning has no significant effect on performance of Sexual Reproductive Health and Rights Project in Kicukiro District.	.003	Rejected

Source: Field Data, 2026

Each null hypothesis was rejected because every regression significance value was below 0.05. Resources planning ($p = 0.000$), risk mitigation planning ($p = 0.003$), stakeholders engagement planning ($p = 0.009$), and monitoring and evaluation planning ($p = 0.003$) all exerted statistically significant effects on project performance.

4.4 Discussion of Research Findings

Across the four objectives, the findings showed that resources planning, risk mitigation planning, stakeholders engagement planning, and monitoring and evaluation planning were each positively related to project performance and each retained a statistically significant regression effect.

4.4.1 Resources Planning and Project Performance

Resources planning had a positive and statistically significant effect on project performance ($B = 0.320$, $\beta = 0.340$, $t = 4.211$, $p = 0.000$). The positive correlation ($r = 0.812$, $p = 0.000$) further showed that stronger planning of human, financial, material, and scheduling requirements was associated with stronger project performance. The result supported Resource-Based View Theory because the project performed better where essential resources were deliberately identified, organized, and allocated for implementation.

The finding was consistent with Mugorewase and Kwenya (2024), who reported a positive relationship between resource planning and project performance in Gasabo District, and with Nibagwire and Dushimimana (2024), who found a significant resource-planning effect in a Rwandan SRHR project. Candies and Muhire (2024) similarly reported strong positive relationships between

resource-management dimensions and project-performance indicators. The present result therefore confirmed the performance value of structured resource planning within the HDI SRHR Project.

4.4.2 Risk Mitigation Planning and Project Performance

Risk mitigation planning produced a positive and statistically significant effect on project performance ($B = 0.185$, $\beta = 0.197$, $t = 2.984$, $p = 0.003$), while its correlation with performance was also strong and positive ($r = 0.745$, $p = 0.000$). The result indicated that identifying project threats, analysing their implications, preparing preventive actions, and establishing contingency responses contributed to stronger implementation performance. Systems Theory supports this result because a disruption affecting one project component can influence other connected elements of the project.

This finding agreed with Sangwa and Dushimimana (2023), whose Rwandan study found significant effects for risk identification, risk analysis, risk response planning, and risk monitoring and control. It was also consistent with Rabechini Junior and Carvalho (2013), who found that formal risk-management practices positively influenced project success. The evidence therefore showed that risk preparation contributed independently to performance rather than operating only as an extension of resource planning.

4.4.3 Stakeholders Engagement Planning and Project Performance

Stakeholders engagement planning had a positive and statistically significant effect on project performance ($B = 0.152$, $\beta = 0.172$, $t = 2.621$, $p = 0.009$), and the corresponding correlation was positive and significant (r

= 0.739, $p = 0.000$). The result showed that stakeholder identification, consultation, participation, role clarification, and collaboration contributed to the performance of the SRHR Project. This outcome was consistent with Stakeholder Theory, which places stakeholder interests and participation at the centre of effective organizational and project decisions.

The result corresponded with Kwizera (2025), who found that stakeholder engagement explained a substantial share of performance variation in the Green Gicumbi Project. Mukakarisa and Njoroge (2024) likewise reported significant positive effects for stakeholder involvement in planning, implementation, and monitoring and evaluation. Within the HDI project, the evidence therefore confirmed that structured engagement was a measurable planning practice associated with improved performance.

4.4.4 Monitoring and Evaluation Planning and Project Performance

Monitoring and evaluation planning had a positive and statistically significant effect on project performance ($B = 0.219$, $\beta = 0.242$, $t = 3.000$, $p = 0.003$), while the correlation coefficient was $r = 0.800$ ($p = 0.000$). These findings showed that clear indicators, planned data collection, reporting mechanisms, responsibilities, and feedback arrangements contributed to improved project performance. The result supported Theory of Change because effective monitoring requires evidence that connects implemented activities with expected outputs and outcomes.

The finding was consistent with Uwera and Wanjiku (2023), who reported significant effects for M&E planning, technical skills, and reporting in a Rwandan NGO project. Ndayisaba and Dushimimana (2023) also found significant effects for M&E design and planning, information dissemination, and budgeting in a Rwandan health project, while Ishimwe and Gachiri (2025) emphasized M&E planning, staff training, baseline data, and information systems. The present study therefore reinforced the role of planned monitoring and evaluation as a contributor to SRHR project performance.

5. Conclusions and Recommendations

Conclusions were drawn from the major study findings, while recommendations were formulated to strengthen project planning practices and sustain improved performance of the HDI SRHR Project.

5.1 Conclusion

The study concluded that project planning practices were important determinants of the performance of the Sexual Reproductive Health and Rights Project implemented by Health Development Initiative in Kicukiro District.

Resources planning strengthened the preparation and allocation of human, financial, and material inputs; risk mitigation planning improved preparedness for implementation threats; stakeholders engagement planning supported participation and coordination; and monitoring and evaluation planning strengthened performance tracking, feedback, and management learning.

The findings showed that the four planning practices complemented one another during implementation. Project performance was therefore supported not by a single planning activity, but by the combined quality of resource preparation, risk response arrangements, stakeholder participation, and monitoring systems. Strengthening these practices as an integrated planning framework can help HDI maintain timely implementation, responsiveness, accountability, and achievement of intended SRHR project outputs.

5.2 Recommendations

The recommendations arising from the study's findings are presented below, with each proposed action linked to an identified area for improvement.

1. HDI management should maintain an integrated planning process that brings resource requirements, project risks, stakeholder commitments, and monitoring evidence into the same periodic management review.
2. Resource schedules should link staffing, funding, materials, procurement dates, and activity milestones so that shortages can be identified before they interrupt SRHR activities.
3. The project team should maintain an active risk register with responsible persons, response measures, review dates, and escalation procedures for priority implementation risks.
4. Stakeholder engagement should remain structured by stakeholder category, communication channel, consultation frequency, expected contribution, and responsibility for responding to feedback.
5. Monitoring and evaluation arrangements should retain clear indicators, data-collection responsibilities, reporting deadlines, and feedback mechanisms so that evidence is used promptly in implementation decisions.

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