



Title: Effects Of Resource Planning Practices On Implementation Of Projects In Rwanda: A Case Of The Upgrade Of Kigali International Airport (UKIA) Project Of Civil Aviation Authority.

Author: Charity WIBABARA

Abstract

The purpose of this study was to investigate the effects of resource planning practices on implementation of projects in Rwanda a case of the upgrade of Kigali international airport (UKIA) project of Rwanda civil aviation authority. The objective of this study was to assess the effects of resource planning practices on implementation of projects in Rwanda with reference to the upgrade of Kigali international airport. The specific objective was to determine the importance of planning on the implementation of projects in Rwanda, To determine the effects human resource planning practices on the implementation of projects in Rwanda, To analyze the effects of financial planning practices on the implementation of projects in Rwanda, To identify the effects of material and equipment planning practices on the implementation of projects in Rwanda. The study sought to determine the effect of resource planning practices on the implementation of UKIA project. Target population for the study was 82 project members within RCAA. A sample size of 68 participants was purposefully selected basing on the duration on the project. The position and authority of members were considered for inclusion into the study. Questionnaires were used to collect primary data, which was later analysed using SPSS. This study was descriptive and summarized the characteristics of the respondents; the descriptive statistics involved the use of mean, frequency, percentages and standard deviation about the variables of the study. The data of this study was also analyzed by using correlation and regression analysis: Human resource planning practices had a correlation of ($r=0.726$, $p<0.01$) and regression results ($\beta=.409$, $t=8.142$, $p<0.001$), financial resource had a correlation of ($r=0.616$, $p<0.01$) and regression results ($\beta=.176$, $t=3.532$, $p<0.001$), and finally material & equipment had a correlation of ($r=0.714$, $p<0.05$) and regression results ($\beta=.129$, $t=2.829$, $p<0.005$). The regression line was $Y = \beta_1(.409) + \beta_2(.176) + \beta_3(.129) + e$ Since the findings revealed that resources availability has positive and significant correlation to the resource planning on implementation of projects in RCAA, thereafter researcher concluded that there is statistically significant relationship between human resource planning, financial resource, and material & equipments planning practices. The researcher recommended project managers to foster resource planning practices before initiation and implementaion of projects.

INTRODUCTION

One of the most significant aspects of the project planning is to ensure community involvement, because it requires the knowledge and skills necessary to set up and conduct or facilitate effective development of a project with broad grassroots support. Meetings should be regularly held throughout the planning process. Properly facilitated meetings provide a great way to gather traditional and local knowledge.

They also serve as a means of receive input on goals, objectives, and activities in order to determine ways to best prioritize them. Good planning is good stewardship.

The implementation and sustainability of the project is very closely tied to its planning process. Projects fail due to poor planning and many times because they do not define the problems well or take important factors into consideration such as the needs and views of everyone involved in and affected by the project. Effective resource planning practices provides details and structure to project work plan and establishes a way to continue the project after the grant funding ends, meaning it is sustainable (Andersen, 1996).

Rwanda civil aviation launched a construction project for the Upgrade of Kigali International Airport in September 2012, the Upgrade of Kigali International Airport kicked off. The three-phase construction on the terminal building aimed at meeting the Aviation's objectives namely; to attain the highest level of Aviation Safety and Security. 2. To develop a highly skilled and motivated Human Resource 3. To provide at least a service level "B" at Rwanda's international airports 4. To be an autonomous authority with full financial and operational control 5. To provide World-Class Airport Navigation and comfortable space for aviation. This is also aimed at making movement easy for People with Disabilities (PWDs). This study intends to find out whether the implementation of pre-planning was a result of good planning of the project in contention. (Rwanda Civil Aviation records 2012)

Project planning can be an intimidating endeavor, especially for a group or community implementing the process for the first time. It is important to remember that it is not really a "wrong" way to plan a project, often times; the process will take a logical course by itself once you begin, with one step naturally leading to another. Often times, Project planning begins with the formation of a local project planning committee or group. Whenever possible, organizations should use a team approach to plan new projects which involves staff, community members, community or organizational leadership and a grant writer or consultant if necessary.

The committee member's play an important role in keeping the project planning process on track while also ensuring everyone has the opportunity to participate. The committee can organize meetings, conduct surveys, gather and analyze information, and meet with other agencies and organizations (Cioffi, 2019).

Implementation in any endeavor requires careful preparation through planning. Without proper planning, and preparation, failure is almost guaranteed Thomsett, (2016). The key components of planning include, understanding of the project's mission, values and strategies. The vision and mission are often captured in a vision statement. The vision outlines what the project wants to be, or how it wants the environment in which it operates to be. It is a long-term view and concentrates on the future. It can be emotive and is a source of inspiration. Mission defines the fundamental purpose of the project or an enterprise, describing why it exists and what it does to achieve its vision. Values are beliefs that are shared among the stakeholders of a project. Values drive a project's culture and priorities and provide a frame work in which decisions are made.

Problem statement

Many organizations are always undertaking various projects; some of them succeed while others fail at different stages of the project implementation. In order to ensure that projects succeed and achieve their objectives, management is concentrating on planning so that they can have a clear picture of where they want to go and how to get there Austen & Mengesha, (2016).

Many projects that have been planned properly have always succeeded in achieving their objectives while those with lack of poor planning have always failed at either the initial stages or failed to achieve the anticipated results for example Gikongoro Agricultural Development project that failed in 1990's due to poor planning and implementation while other projects like HIV Clinical services program have succeeded due to effective resource planning practices and design. Many studies have been conducted regarding project planning but none of these has evaluated the importance of resource planning and the conditions necessary for the implementation of a project regarding the Upgrade of Kigali International Airport need to be ascertained so that the project managers can embrace it for the better implementation of the project.

It is against this background therefore, that the researcher intended to carry out this research and assess the effects of resource planning practices on the implementation of a project with particular emphasis on the Upgrade of Kigali International Airport of Rwanda Civil Aviation Authority.

Objectives of the study

The general objective of this research was to assess the effect of resource planning practices on the implementation of projects in Rwanda.

The specific objectives were:

1. To determine the effects of human resource planning practices on the implementation of projects in Rwanda
2. To analyze the effects of financial planning practices on the implementation of projects in Rwanda
3. To identify the effects of material and equipment planning practices on the implementation of projects in Rwanda

Research questions

1. What is the effect of human resource planning practices on the implementation of projects in Rwanda?
2. To what extent does a financial resource planning practices shape on the implementation of projects in Rwanda?
3. What are the effects of material and equipment planning practices on the implementation of projects in Rwanda?

REVIEW OF THE RELATED LITERATURE

Importance of Resource planning practices on the implementation of a project

Planning design precedes all other managerial functions. Since managerial operations in projects, staffing, directing and controlling are designed to support the accomplishment of project objectives, planning logically precedes the execution of all other functions. Although all the functions in practice as a system of action, planning is unique in that it establishes the objectives necessary for all group efforts. All other functions are performed to achieve the objectives set by the planning process Austeng & Mengesha, (2016).

There is continuous change in the environment and the project has to work in accelerating change. This change is reflected in both tangible and intangible forms. Tangible changes are in the form of changes in technology, market forces and government regulations. Intangible changes reflect changes in attitudes, cultures and values. In order to cope up with the requirements of such changes, a project must look ahead for its future course of action, which is basically provided by the planning and designing process. Planning does not stop changes especially in the external environment but gears the project to take suitable actions so that it is implementation ful in achieving its objectives, (Thomsett, 2016)

Control involves the measurement of accomplishment of events against plans and the correction of deviations to assure the achievement of the project as set by the plans. Thus, control is exercised in the context of planning actions as standards against which actual results are to be compared and set up through planning. At the control stage, an attempt is made to monitor the performance on continuous basis so that immediate action is taken if anything goes wrong (Jugdev & Muller, 2017)

Resource Planning Practices towards general implementation of projects

Planning and designing ensure project implementation in several ways. The concept of implementation is that the project is able to achieve its objectives within the given resources and designed time. Thus, for implementation it is not only necessary that resources are put to the best of their efficiency but also that they are put in a way which ensures their maximum contribution to project objectives. In fact, taking appropriate planning and logical designing of a project can do this the following; Planning states the objectives of the organization in the context of given resources. Therefore, each resources of the project have a particular time. Thus, planning, along with control ensures that the resources are put in action in a way in which these have been specified. If this is done, project will achieve implementation (Thomsett, 2016)

Conditions necessary for the implementation of projects

It is long recognized that by the industry practitioners that how well project planning is conducted has a great impact on project outcome. In project management, there is a trend to be focused on the technical issues of the project, the timeline, the project plan, the resources and budget. When in fact, a project is going to fail, in most cases a good deal of the problem can be traced back to leadership, lack of teamwork among departments in an institution and other “soft” or cultural issues. It is recommended that teamwork and leadership become

important aspects to consider and improve when trying to advance the implementation of projects. In fact, in leadership, teamwork, and team processes receive considerable weight in determining an organization's ability to carry out a project implementation fully (Mengesha, 2016)

It is also very important to faithfully follow a project management process. There are varied estimates of the impact of standard process; however, most observers agree that the use of any project management process can improve project performance by five to fifteen percent. A project management process is a roadmap of the steps in executing a professionally managed project. An example of the major steps of a specific project management process are as follows: Select the project, Initialize the project, Develop critical issues and project organization structure, Develop a top tier Logic-driven Work, breakdown structure, complete project risk analysis, Develop detailed plans, Finalize project economics, Develop communications plan, reach organizational consensus on scope Plan, and economics, Implement, Track, and control, Close the project and conduct post-project assessment Austeng & Mengesha , (2016).

One of the concepts of project management is project implementation. Since each individual or group of people who are involved in a project have different needs and expectation, it is very unsurprising that they interpret project implementation in their own way of understanding.

For those involved on the implementation of a project, project implementation is normally through the achievement of some pre-determined project goals while the general public has different views, commonly based on user satisfaction (Jugdev & Muller, 2017).

Implementation factors are those inputs to the management system that lead directly or indirectly to the achievement of objectives of the project or business. Some project managers intuitively and informally determine their own implementation factors. However, if these factors are not explicitly identified and recorded, they will not become part of neither formal group management reporting process nor part of the historical project data.

Having a project manager is not going to guarantee the implementation of a project. He must have a number of skills to use during the project to guide the rest of the team to implementation fully complete all its objectives. The resent research conducted by Turner & Muller (2017) concluded that the leadership style and competence of the project manager have

no impact on project implementation. It is very interesting to investigate why highly respectable professional body for project managers published such a contradictive position. A possible answer could be found in the fact that project manager's results are difficult to prove and even more difficult to measure. If the project is implementation full, senior management will probably claim that all external factors were favorable. On the contrary, if it turns to be a failure, a project manager easily blamed Tinnirello, (2019).

Project managers are very lucky if they have the option to choose their project team. More often; their team is inherited to the project from various sectors of the organization. It is vital to have good project team to work with, with core skills that can be evolved to core competences and capabilities for the whole organization. All members of the project team must be committed to the implementation of the project and the overall mission of the company. Apart from their skills and commitment, project team members should have clear communication channels to access both the functional manager and the project manager with in a matrix organization. Effective management of this dual reporting is often a critical implementation factor for the project, Thomsett, (2016).

The type of a project underlines some factors that are important to implementation. For example, if a project is urgent, the critical factor in that case is time. The size, the value of the project and its uniqueness of the activities can be a puzzle for the project manager, who is used to planning and co-ordination common and simple activities, Meyer, (2015). Top management support is the principal implementation factor for many independent research groups, which means that no project can finish implementation fully unless the project manager secures true support from the senior or operational management. It is extremely difficult to work in a hostile environment where nobody understands the benefits that the project will deliver to the organization.

“Stakeholder management and contract strategies are separate implementation factors which are also considered part of organization issues. The external environment can be the political, economic, socio-cultural and technological (PEST) context in which the project is executed. Factors like the weather, Work accidents or the government's favorable or unfavorable legislation can affect the project in all of its phases “Note that if a client is from outside the organization, he should also be considered as an external factor influencing the project performance”.

Competitors should also be accounted as external factors, which can undermine project implementation because the original project could be overshadowed by a more glamorous, and implementation full project launched by another organization, Tomsett, (2019).

Relationship between planning practices on implementation of projects

There is a significant relationship between project planning, design and the implementation of a project. Implementation factors are those inputs to the management system that lead directly or indirectly to the achievement of objectives of the project or business. Some project managers intuitively and informally plan and determine their own implementation factors. However, if these factors are not explicitly identified and recorded, they will not become part of neither formal group management reporting process nor part of the historical project data.

It is critical for a project manager to understand what the stakeholders consider as an implementation full project. In order to avoid any surprises at the end of the project, there is always needed to identify the different perspectives of what implementation means before the project goes live. It is also vital to remember that implementation criteria are the standards by which a project will be judged, while implementation factors are the facts that shape the result of projects.

Implementation criteria have changed considerably through time and moved from the classic iron triangle's view of time, cost and quality to a broader framework, which includes benefits for the organization and user satisfaction. An additional framework to capture implementation criteria depending on time was also described. As for implementation factors, they were grouped into five distinct sets and the literature views were found to contradict on the issue of how critical a project manager is to the final implementation of the project. A common factor mentioned by many authors is senior management support for the project and it is recognized as one of the most important factors of all. In conclusion, early definition of implementation criteria can ensure an undisputed view of how the project will be judged and early detection of implementation factors will guarantee a safe path to deliver implementation (Cioffi, 2019).

A project plan provides a roadmap for detailing how the project will reach its desired goals. It should be written in the project-planning phase, once the project has been initiated and receives preliminary approval and funding to be scoped out further. It normally follows the business case and should primarily focus on how the project will proceed rather than why. Often project planning is ignored in favor of getting on with the work. However, many people

fail to realize the value of a project plan and design in saving time, money and many problems (Tinnirello, 2019). Project planning and implementation are two very different; unfortunately, too many managers pour all of their energy into ambitious planning efforts without giving enough thought to how actually goals will be achieved.

Strategic planning efforts essentially take place in a laboratory devoid of range of uncontrollable variables present in the real world. Even the best laid plans need corrections and adjustments on-the-fly, making project managers' jobs that are much more important. Implementing projects is important for project managers and the strategic planning process because it can reveal new issues and challenges that the planner may not have anticipated, unlimitedly resulting in more refined strategic products and processes, Kerzner, (2019).

Many projects do end implementation fully, while many others are outright disasters. However, usually projects end up in the gray area on the project implementation scale. It's common to complete a project, but be over your deadline or over your budget, or to have a dissatisfied client or a miserable team.

To keep the projects from ending up in this grey area (or in the failure range) one must avoid while making the single biggest project management mistake: inadequate project definitions, proper planning and design for example Gikongoro Agricultural Development project that failed in 1990's due to poor planning and implementation while other projects like HIV Clinical services program have succeeded due to effective planning and design.

The Outcomes Framework then provides the basis for identifying what type of activity or intervention will lead to the outcomes identified as preconditions for achieving the long-term goal. Through this approach the precise link between activities and the achievement of the long-term goals are more fully understood. This leads to better planning, in that activities are linked to a detailed understanding of how change actually happens. It also leads to better evaluation, as it is possible to measure progress towards the achievement of longer-term goals that goes beyond the identification of program outputs. By examining practitioner, expert and donor material, this literature review has outlined and analysed current thinking on ToC in the field of international development.

Prominent concepts and common debates have been identified and critically assessed. Whilst this information may help inform future use of approaches, it has also identified a number of difficulties facing those presented by guidance and other literature on the topic.

RESEARCH METHODOLOGY

Research Design

This study used a descriptive survey design based on quantitative data.

Target Population

The population of this research is 82 employees of the Rwanda Civil Aviation Authority.

Sample Size

The sample size of the research was 68 employees of the “Upgrade of Kigali International Airport Project, civil Aviation Authority. The sample size of the population was selected using the formula;

$$n = \frac{N}{1 + N * (e)^2}$$

Therefore, the sample size of the research was 68 employees of the “Upgrade of Kigali International Airport Project, civil Aviation Authority.

Data Collection Instruments

This research used Semi-Structured questionnaire. These instruments helped the researcher to collect primary data through self-administered structured questionnaires were administered to a sample of selected respondents from whom data was got that helped a researcher to arrive at dependable findings.

Data analysis procedure

The descriptive statistics was done based on percentages and frequencies of respondents’ views and opinions.

Kakooza (1996) defines editing as a process where errors in a complete interview schedule and questionnaires was identified whenever possible. Pearson’s Coefficients of Linear Regression was used to calculate the relationship between resource Project planning practices and project implementation.

DATA ANALYSIS AND INTERPRETATION

Presentation of findings

Table: Distribution of responses among respondents

Statement	Yes (%)	No (%)
There is team work in UKIA project	93	7
Human resource planning practices influences implementation of UKIA project	95	5
Teamwork influences implementation of UKIA project	90	10
UKIA project team members receives trainings	74	26
Implementation of UKIA project is influenced by training of members	80	20
Financial planning influences the implementation of UKIA project	96	4
There is approved budget for the project	56	44
Budgeting is one of the financial resource planning practice in the project	86	14
There are plans on how the project generates money for its activities	91	9
Tracking of implementation resulting from resources allocation in project is done	83	17
Forecasting the revenue and all expenses within the project is done	87	13
Material and equipment planning practices affects project implementation	88	12
Procurement is well planned and done within budget of UKIA project	89	11
Order placement influences implementation of the project	85	15
UKIA project provide the right quantity of the right material at the right time	79	21
UKIA project monitors each order placed in order to maintain proper timing	73	27

Source: Primary data, 2021

Teamwork influenced the project implementation as was indicated by 90% of the respondent. Majority of 95% stated that human resource planning practices influences UKIA project implementation. 74% of respondents stated that UKIA project members are provided with training. Majority of respondents 80% felt that training influenced the project implementation while 20% felt otherwise. Majority of the respondents 96% felt that financial planning influenced project implementation. However, 4% of the respondents felt that it didn't have any influence on the project performance. While 56% of the respondents stated that there was an approved budget for the project, 44% stated that was not the case. Budgeting was one of the financial planning practices in the project as was stated by majority of the respondent

(86%). 14% however, did not have the same view. UKIA project had plans on how to generate money for its activities as indicated by 91% of the respondents. Majority of the respondents 83% stated that there was tracking of performance resulting from resource allocation in the project. While 87% of the studied project members felt that the project forecasted the revenue and all expenses within the project, 13% did not have the same opinion. Material resource planning was considered by 88% of the respondents to have influence on the project implementation. Majority 89% of the respondents felt that the procurement was well planned and was done within the project budget. Order placement was seen by 85% of the respondents to influence that project implementation. Right quantity of materials was provided in the right time to tell project members as indicated by 79% of the respondents. There was monitoring of each order placed, as was the view of 73% of the respondents. A fair percentage of the respondents (27%) however, felt that monitoring wasn't done.

Correlation Analysis

Pearson's Correlation was used to calculate the significant value of the relationship between the independent variables and dependent variables. Here, the researcher presented both correlation and regression results.

Correlation between Human resource planning practices and project implementation

Table: Correlation between Human resource planning practices and project implementation

		Project Implem.	Team Work	Training
Project Implem.	Pearson Correlation	1	.762**	.578**
	Sig. (2-tailed)		.000	.000
	N	68	68	68
Teamwork	Pearson Correlation	.762**	1	.362*
	Sig. (2-tailed)	.000		.022
	N	68	68	68
Training	Pearson Correlation	.578**	.362**	1
	Sig. (2-tailed)	.000	.022	
	N	68	68	68

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

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

Source: Primary data (2021)

Table above shows that there was strong positive relationship between teamwork ($r = .762^{**}$, $p < 0.001$), training of project team members ($r = .578^{**}$, $p < 0.001$) and project implementation. Strong correlation which was significant also existed between teamwork and training ($r = .362^{**}$, $p < 0.05$). This implies that investing in teamwork and training of the project team members will influence the project implementation.

Correlation between Financial resource planning practices and project implementation

Table: Correlation between Financial resource planning practices and project implementation

		Project Implementation	Budgeting	Money Generation plan	Forecasting
Project Implem.	Pearson Correlation	1	.762**	.251**	.020
	Sign. (2-tailed)		.000	.008	.832
	N	68	68	68	68
Budgeting	Pearson Correlation	.762**	1	.073	.305
	Sign. (2-tailed)	.000		.448	.056
	N	68	68	68	68
Money Generation Plan	Pearson Correlation	.251**	.073	1	-.055
	Sign. (2-tailed)	.008	.448		.568
	N	68	68	68	68
Forecasting	Pearson Correlation	.020	.305	-.055	1
	Sign. (2-tailed)	.832	.056	.568	
	N	68	68	68	68

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

Source: Primary data (2021)

From the correlations table above, it can be seen that the budgeting and money generation plan strongly correlates with project implementation ($r = .762^{**}$, $p < 0.001$), ($r = .251^{**}$, $p < 0.001$). $p < 0.001$ indicates that the relationship between budgeting, money generation plan

and project performance is significant implying that, having a budget for project activities and having money generation plans for the project has potential to increase project implementation. Although there was a positive relationship between forecasting and project implementation ($r = .020$) the correlation was not significant ($p > 0.05$).

There was no evidence therefore that forecasting has a potential to increase project performance. The correlation bale also indicated that the relationship between budgeting and money generation plans was also positive ($r = .073$) but no significant ($p > 0.05$).

Correlation between material and Equipment resource planning practices and project implementation

Table: Correlation between Material and Equipment resource planning practices and project implementation

		Project Implementation	Order Placement	Monitoring order placed	Planned procurement
Project Implem.	Pearson Correlation	1	.857**	.586**	.866**
	Sign. (2-tailed)		.000	.000	.832
	N	68	68	68	68
Order Placement	Pearson Correlation	.857**	1	.684**	.819**
	Sign. (2-tailed)	.000		.000	.000
	N	68	68	68	68
Monitoring Order Placed	Pearson Correlation	.586**	.684**	1	.560**
	Sign. (2-tailed)	.000	.000		.000
	N	68	68	68	68
Planned Procurement	Pearson Correlation	.866**	.819**	.560**	1
	Sign. (2-tailed)	.000	.000	.000	
	N	68	68	68	68

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

Source: Primary data (2021)

Correlation from table above reveals that order placement, monitoring of placed orders, planned procurement positively and significantly correlates to the project implementation ($r = .857^{**}$, $p < 0.001$), ($r = .586^{**}$, $p < 0.001$), ($r = .866^{**}$, $p < 0.001$). This indicates sufficient evidence that the three variables have potential to increase project implementation if well

addressed within the project. The correlation analysis also indicated a positive and significant relationship between order placement, monitoring of placed orders, and planned procurements ($r = .684^{**}$, $p < 0.001$), ($r = .819^{**}$, $p < 0.001$). Monitoring of placed orders positively correlated with planned procurement ($r = .560^{**}$, $p < 0.001$).

Regression analysis

The study measuring constructs were largely quantitative in nature and thus regression analysis was the most appropriate tool to use. The predictive power of the independent variable on the dependent variable is the reason regression is used. The results are seen in tables below.

Table: Model Summary^b

Model	R	R Square	Adjusted R square	Std. Error of the estimate
1	.844 ^a	.712	.701	.50768

a. Predictors: (Constant); Human resource, Financial resource, and Material & Equipment planning practices

b. Dependent Variable: Implementation of the UKIA project

Source: Primary data (2021)

Table above indicates that the R- value is 0.844, which is indicative of a positive direction of the regression results. Basically, R is the range between the observed and predicted values that characterize the dependent variable and they range from -1 to +1 (Wong & Hiew, 2005). The coefficient of determination R^2 value was 0.712. This clearly indicated that 71.2% of the variance in dependent (Implementation of the project) was explained and predictable by independent variables (Human resource planning practices, Financial resource planning practices, and Material & Equipment resource planning practices).

Table: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.930	.223		4.180	.000
	Human Resource	.433	.053	.409	8.142	.000
	Financial resources	.204	.058	.176	3.532	.001

Time & Equipment	.151	.053	.129	2.829	.005
------------------	------	------	------	-------	------

Source: Primary data, 2021

The results from table above show that the produced t-value of constant (t=4.180) as significant at .000 per cent level, which again confirms the fitness of the model. This means that there is statistically significant influence of Human resource planning practices, financial resource planning practices, and Material & Equipment resource planning practices on the implementation of the UKIA project.

Based on the Beta or regression coefficients, and the fact that all their p-values are below 0.05, all the variables, human resource, financial resource, and material & equipment resource planning practices have a positive significant influence on the implementation of the UKIA project.

$$Y = 0.930 + 0.433 X_1 + 0.204 X_2 + 0.151 X_3 + e$$

Where: X_1 = Human resources Planning; X_2 = Financial resource planning; X_3 = Material & Equipment planning.

Table: Analysis of Variance - ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	
	Regression	30.727	3	10.242	15.545	.000 ^a
1	Residual	90.925	138	.659		
	Total	121.653	141			

c. Predictors: (Constant); Human resource, Financial resource, and Material & Equipment planning practices

d. Dependent Variable: Implementation of the project

Source: Primary data (2021)

The results for the F-Statistics (F=15.545) was significant at 0.000 level, which consequently confirms the fitness of the model and hence, there is statistically significant influence of human resource planning practices, Financial resource planning practices, and Material & Equipment resource planning practices on the implementation of the UKIA project.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The study sought to determine the effect of resource planning practices on the implementation of UKIA project. Target population for the study was 82 project members within RCAA. A

sample size of 68 participants was purposefully selected basing on the duration on the project. The position and authority of members were considered for inclusion into the study because there were thought to have sufficient knowledge on the operations and management of the project. Such knowledge was necessary for correctly responding to the questionnaire. Questionnaires were used to collect primary data, which was later analysed using SPSS.

Human resource planning practices were seen by most of the respondents to influence the implementation of the project. Correlation analysis between human resource planning practices and project implementation indicate positive and yet significant relationship between teamwork, training of the project team members and project implementation. The study revealed that there existed teamwork in the project and that project members were trained.

Financial resource planning practices were found to influence the project implementation. Practices such as budgeting, forecasting, and having plans for money generation were found to exist in the project. Correlation analysis between financial resource planning practices and project implementation indicated that there was a positive and significant relationship between budgeting, forecasting, plans for money generation and project implementation. Order placement, monitoring of placed orders, and planned procurement practices were found to exist within the project. Correlation between material resource planning practices namely; order placement, monitoring of placed orders, planned procurement and project performance gave evidence that this practices had influence on the project implementation. Procurement of required material was found to be done within the project budget. Project members were provided with the right quantity of material in the right time.

Conclusion

Human resource planning practices influenced the implementation of UKIA project. Human resource planning practices such as teamwork and training of the project team members influence the implementation of the project. The positive relationship between teamwork, training of the project team members and project implementation was significant. This implies that increasing teamwork of the project and training project team members would lead to an increase in project implementation. The study revealed that there was the teamwork among project team members and they were trained about the necessary skills in the project.

Financial resource planning practices influenced the project implementation. Practices such as budgeting, forecasting, and having plans for money generation existed in the project. A

positive and significant relationship between financial resource planning practices including: budgeting, forecasting, and having plans for money generation can lead to improved project implementation. The project had approved budget and there was tracking of the performance of resources allocated to various project activities.

Material and equipment resource planning practices has influence on UKIA project implementation. Order placement, monitoring of placed orders, planned procurement and project implementation significantly correlated. This is evident that the practices had influence on the project implementation. Procurement of required material was done within the project budget and project members were provided with the right quantity of material in the right time.

Recommendations

In relation to the outcome of this work, we would like to put forward some recommendations for resource planning practices on implementation of projects in Rwanda

This study intended to analyse effect of resource planning practices on implementation of projects in Rwanda a case of the upgrade of Kigali international Airport (UKIA) project of civil aviation authority. As the study did not overcome all aspects of planning on implementation of projects in Rwanda the researcher carried out a research in Kigali international Airport (UKIA) and following areas are recommended:

- i) To improve different and proper human resource planning practices on implementation of projects in Rwanda
- ii) To plan and forecast all financial resources accordingly before preparation and presentation of the project
- iii) To effectively plan procure material and equipment resources, monitor the placed orders, and effectives allocate resources to various project activities in the project.

REFERENCES

- Allen, T., Katz, R (1988). *Project team again and performance: The roles of Project and functional managers*. R&D management 18 (4), 295-309.
- Andersen, E (1996). *Warning Activity Planning is hazardous to your project's health!* International Journal of project management 14(2), 89-94.
- Austeng & Mengesha (2016) *Critical implementation factors for project performance: a study from from-end assessments of large public projects in Norway user views of system metrics'*, Journal of systems and software, vol.63, no. 1 .
- Baker, N . (1988) . *Factors affecting project implementation* . In: Cleland, D.I., King, W.R.(Eds.), Hand book of project management . Van Nostrand Reinhold, New York
- Balachandra, R.(2010) . *Factors for implementation in R&D projects and new product innovation: a contextual frame work*. Transactions on Engineering Management 44 (3), 276-287.
- Cioffi, Dennis F . (2019), *Managing project integration*, Vienna , VA: Management concepts, 47. Controlling, 8th edn, Wiley, New York.
- Globerson, S & Zwikael (2019) "*The Impact of project manager on project management Perception differences of software implementation : provider and health!*" International journal of project management 14(2), 89-94.
- Judev K and Muller , R(2017) ,"*A Retrospective Look at our Evolving Understanding of project implementation* , "Project Management Journal, 36(4), 19.
- Lipovestky, A. (2010) . *The relative importance of defense project implementation dimensions*. R&D Management Journal 19 (1), 92-100.
- Meyer , M . (2015). *Project development cycle time and commercial implementation* . IEEE Transactions on Engineering Management 42 (4), 297-304. Planning Processes', Project Management Journal, Vol.33, no .3, pp.58-64.
- Gerbing ,L . (1994). *Model of the influence of Management Participation on organization Planning Benefits*. Journal of Management, 859-861.