Project Planning Practices and Project Performance: A Case of King Faisal Maternity Ward Project Implementation in Gasabo District, Rwanda

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ABSTRACT

This research study examined Project Planning Practices and Project Performance: A Case Study of King Faisal Maternity Ward Project by Real Contractors Ltd Company in Gasabo District, Rwanda. The study aims to achieve three specific objectives: first, to assess the effect of scope planning on the performance of King Faisal Maternity ward Project in Gasabo district and determine the effect of risk planning on the performance of King Faisal Maternity ward Project in Gasabo district. The population of this study included staff in different departments of Real Contractors Ltd Companyof King Faisal Maternity Ward in Gasabo District. The data collected was analyzed using frequencies, means, and standard deviations and inferential statistics and the statistical package for social sciences (SPSS) version 22.0 was used for data analysis. The coefficient R of 0.815 indicated a strong positive correlation between project planning practices and project performance. The R-squared of 0.665 indicated that, approximately 66.5% of the variation in project performance can be explained by the predictors of risk planning and scope planning. Thus, the regression model using the predictors (scope planning and risk planning) showed a strong positive relationship with King Faisal Maternity Ward Project Implementation performance in Gasabo District. The unstandardized coefficient of β =0.620 indicated that one-unit increase in King Faisal Maternity Ward Project Implementation performance in Gasabo District is associated with 0.620 increase in scope planning. Similarly, the unstandardized coefficient of β= 0.255 indicated that one-unit increase in King Faisal Maternity Ward Project Implementation performance in Gasabo District is associated with 0.255 increase in risk planning. Both the p-values, 0.006< 0.05 and 0.000<0.05 indicated that these relationships are statistically significant. The study recommended prioritizing comprehensive scope and risk planning, ongoing training for project teams, and investing in project managers' capacity building for effective project outcomes.

Keywords: Project Performance, Project Planning Practices, Risk Planning, Scope Planning

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I. INTRODUCTION

In the United States, maintainable extended administration is the planning, monitoring, and management of project delivery and support mechanisms, taking into account the natural, financial, and social perspectives of the life-cycle of the project's assets, forms, deliverables, and impacts, with an eye toward realizing benefits for partners, and done in a clear, reasonable, and moral way that includes proactive partner cooperation. Keeping that goal in mind from the beginning of the project is a terrific approach to ensure that there is no doubt that the project will remain manageable. Once it is brought into the extended field of view, it cannot be turned around. From the beginning to the end of a project, it is imperative to have a project management perspective (Ahmad *et al*., 2021).

Malaysian projects experience significant cost and time overruns due to ineffective project planning practices. Results from a systematic questionnaire poll were used to determine how well construction projects in Malaysia met their deadlines and budgets. The research showed that only 8 percent of building projects were completed in accordance with the agreed-upon time frame. All responders agreed that the time overrun was between 5 and 10%. When asked about how well their projects stick to their budgets, only 11% of respondents said they always or mostly always did, while 89% said they often or almost always had cost overruns of between 5% and 10% of the contract price. Design and documentation difficulties, financial resource management issues, and project management and contract administration issues are important contributors to this poor performance (Coffie et al., 2019).

Numerous studies conducted in Africa have demonstrated the value of project planning methodologies. Sudha and Timea (2017) examined the persistent management problems in Ghana's housing industry. The focus of the study was on how project managers might boost project quality in terms of efficiency and completion date. The research's findings indicated that there was a shortage of qualified management professionals in the housing sector. This is why it has been suggested that hiring qualified and experienced management professionals will improve the outcomes of projects in the construction industry.

Effective project planning is crucial for success in Rwanda's construction industry, yet its direct impact on project performance, especially for Real Contractors Ltd Company handling the King Faisal Maternity Project, remains uncertain. Despite government and stakeholder efforts to promote project planning, persistent challenges undermine successful construction project completion. Chief among these challenges is inadequate project planning and scheduling, resulting in cost overruns and delays (Sexton, 2019). Insufficient skilled personnel and limited resources further impede effective project planning and management processes. The use of outdated planning tools compounds these challenges, hindering real contractors Ltd.'s ability to plan and manage projects efficiently (Yusif, 2018).

Additionally, poor coordination and communication among stakeholders lead to misunderstandings and conflicts, ultimately undermining project performance. This lack of synchronization impedes the effective implementation of project planning exercises, culminating in unsatisfactory project outcomes. Therefore, the primary concern is to assess how project planning practices directly impact project performance in Rwanda's construction industry, particularly in the context of Real Contractors Ltd Company and the King Faisal Maternity Project. A significant challenge lies in the inadequate implementation of project planning processes, notably the absence of comprehensive project plans and schedules. This deficiency obstructs Real Contractors Ltd.'s resource management, ability to forecast risks, and timely completion of construction projects. The research aims to identify these challenges and gaps, proposing actionable solutions to enhance project performance in Rwanda's construction sector.

The general objective of this study is to investigate project planning practices and project performance with reference to King Faisal Maternity Ward project in Gasabo District, Rwanda.

1.1 Specific Objectives
To assess the effect of scope planning on the performance of King Faisal Maternity ward Project in Gasabo district.
To determine the effect of risk planning on the performance of King Faisal Maternity ward Project in Gasabo district.

1.2 Hypotheses
The study guided by the following null hypotheses;
Ha: Scope planning has no significant effect on the performance of the King Faisal Maternity ward Project in Gasabo District.
Ho: Risk planning has no significant effect on the performance of the King Faisal Maternity ward Project in Gasabo District.

II. LITERATURE REVIEW

Iram (2019) did the study to determine if there is a link between good risk management methods and project performance in Pakistan's construction sector. Questionnaires were adapted from previous research in this area, with country-specific factors such as risk management training, risk management policies, and overall understanding and acceptance of risk management incorporated into the questionnaires to make them more relevant to the population and chosen sample. This research paper is timely because infrastructure projects are at an all-time high in Pakistan, and the importance of risk management in overall project planning and execution must be determined so that effective measures can be taken to improve the project success ratio in terms of schedule, cost, and quality, so that the mediocre performance of construction projects as a whole can be improved and efficiencies can be achieved in this sector of the economy.

Adedayo (2018) investigated how the usage of project scope management approaches by Nigerian telecom firms influenced information and communication technology (ICT) projects. The regression analysis also revealed that, at the 0.05 level of significance, four of the six (6) variables employed in the chosen firms, namely customer expectations, customer satisfaction, resource allocation, and project length, had a significant influence on project success. When project scope management approaches were applied, the companies' criteria for project success were typically adequate, if not extremely satisfactory.

The major objective of the research was to examine the effect of risk management on the accomplishment of the Rabbit Project by Rabbit Ltd. in Rwanda. Because of the limited number of indices required to convey any meaningful information about the distribution of scores or measures, descriptive statistics were used. In addition, 80 participants who filled out the survey provided responses. Stratified sampling was used because it is a very effective form of sampling when the researcher wants to zero in on a specific subset of the total population. SPSS was used to input and evaluate the collected data. The analysis finds that the success of the Rabbit Project in Rwanda is due in large part to the efforts of the company's employees after examining the data obtained from those individuals. This

research aimed to determine the role that risk management played in the overall performance of projects undertaken by Rabbit Ltd. in Rwanda. The correlation between risk management and the completion of the Rabbit project is rather high (R2 = 0.84), according to the results of the study (Gateka, 2023).

Turatsinze (2018) discovered a relationship between how scope change is handled and the success of a project in Rwanda. An example of a Rwandan social marketing initiative (RSMP) The SFH's scope change management techniques improved R = 0.151 but had no statistically meaningful effect on project success. It was suggested that SFH strengthen their change definition and control processes so that procedures that help define the scope of change and how it will be handled can be put in place.

Eric (2021) examined the Huguka Dukore Akazi Kanoze Project in Nyabihu District to see how improved planning may increase the likelihood of the project's success. A total of 123 people were expected to read this. Since the population could be readily managed, there was no need to fret about the size of the sample. Primary and secondary data were collected via documentary research, in-depth interviews, and questionnaires. We utilized SPSS 20 to categorize and arrange our data for analysis, and we used Pearson to determine the degrees of association between our various measures of interest. The results of the Nabiha study were shown in tables and charts. R-square (correlation coefficient) values of 82.4%, 81.9%, and 78.3% indicate a statistically significant relationship between project scope planning, cost planning, and human resource planning and project performance, respectively. The research found that in order to keep the project working effectively, project staff should stress the importance of beneficiaries learning to take responsibility for their own health.

Dufitumukiza (2022) utilized a case study of the Rwanda Education Assistance Project to assess the effect of project planning on the sustainability of educational initiatives in Rwanda. That means a total of 151 participants in the sample. Descriptive and inferential statistics were applied to the quantitative data using the Statistical Package for the Social Sciences. The study gathered the data it needed from a variety of primary and secondary resources. Analysis and discussion of the data demonstrate convincingly that the study's research question and aim were effectively addressed. The F-test's positive result of 44.622 is statistically significant at the 5% level since its significance threshold is 0.000a. For this reason, the researcher recommended that all initiatives put an emphasis on planning in order to evaluate their immediate, intermediate, and long-term effects on sustainability.

III. METHODOLOGY

3.1 Research Design

The researcher conducted both descriptive and correlational studies. Descriptive survey research use surveys to collect information on a variety of issues, quantitative approach used for data collected with questionnaire while qualitative approach used for interview response and correlational studies research design examined at the links that exist between variables under the study.

3.2 Study Population and Sample Size

The population is defined as the total collection of elements about which wish to make a sum (Schutt, 2012). The population of this study included staff in different departments of Real Contractors Ltd Company of King Faisal Maternity Ward in Gasabo District, Rwanda with knowledge on Project Implementation which was totaling to 130 employees who deals with project planning in their daily activities.

Therefore, equal opportunity was given to participate in the research study since the research is census. No sampling inquired, rather the census inquiry method used as the population of the study found to be small, and the researcher decided gathered data from every single individual or unit within the target population, without using any sampling techniques (Gołata, 2016).

3.3 Data Collection Instruments

Data Collection Instruments are tools or techniques used to gather information and data for research purposes. In this study, multiple data collection instruments were employed, including questionnaires and documentary review.

A self-administered semi-structured questionnaire was used to collect data from the participants. Questionnaires consist of a set of pre-determined questions that participants complete on their own (Sheppard & Fennell, 2019). For this study 130 questionnaires were distributed to the participants, who were instructed to respond to the questions based on their knowledge, experiences, and opinions.

The researcher reviewed relevant documents related to the project, such as project plans, reports, and records. The documents provided additional information and insights into the project's background, objectives, processes, and

outcomes. The information gathered from the documentary review complemented the data collected through other instruments (Patton, 2015).

3.4 Data Analysis Method

Data analysis involves reducing the accumulated data to a manageable size, developing summaries, researching patterns and applying statistical techniques, while data preparation includes editing, coding and data entry and is an activity that guarantees the accuracy of the data and their conversion from raw form to reduced form and classified more suitable for analysis (Palys & Atchison, 2014). Data coding involves assigning numbers or other symbols to responses so that responses can be grouped into a limited number of categories (Babbie, 2010). Data entry converts information gathered by secondary or primary methods into a medium for visualization and manipulation. Version 22.0 of the Statistical Package for Social Science (SPSS) was used as a tool to analyze the data. The Statistical Package for Social Sciences (SPSS) for quantitative analysis was used in the study. Qualitative data condensed and summarized within each category. Researcher identified key quotes that exemplify the essence of each objective. This process helped in reducing the amount of data and presenting a concise summary of the main findings.

IV. FINDINGS & DISCUSSIONS

This chapter focuses on the analysis of the data gathered from 130 of Real Contractors Ltd. The data are presented in tables and then analyzed.

Table 1
Perceptions of Respondents on Scope Planning

	Mean	Std. Dev.
The project objectives and requirements were clearly defined and to a good project performance.	4.88	.330
All required work was accounted for in the project plan and lead to good project performance.	4.98	.151
Scope changes were effectively managed during project execution.	4.95	.380
Stakeholders had a clear understanding of project objectives and deliverables which lead to a good project performance.	4.88	.623
Scope planning helped mitigate potential risks to the project performance.	4.94	.408
Overall	4.93	.378

Table 1 shows descriptive statistics for scope planning on the performance of King Faisal Maternity ward Project implementation in Gasabo district. The statement that project objectives and requirements were clearly defined and to a good project performance strongly agreed up on by the respondents with a very high mean score of 4.88, indicating a very strong positive agreement among respondents and the standard deviation of 0.330 highlighted homogeneity in their responses. Also, the very high mean score of 4.98 indicated a very strong positive agreement among respondents on the statement that all required work was accounted for in the project plan and lead to good project performance. The standard deviation of 0.151 showed homogeneity in responses of respondents. Furthermore, the very high mean score of 4.95 indicated a very strong positive agreement among respondents on the statement that scope changes were effectively managed during project execution. The standard deviation of 0.380 showed homogeneous responses among respondents. Moreover, the very high mean score of 4.88 indicated a very strong positive agreement among respondents on the statement that Stakeholders had a clear understanding of project objectives and deliverables which lead to a good project performance. The standard deviation of 0.623 highlighted heterogeneity in responses within respondents. Lastly, the very high mean score of 4.94 showed a very strong positive agreement among respondents on the statement that Scope planning helped mitigate potential risks to the project performance. The standard deviation of 0.408 indicated homogeneity in responses among respondents.

Overall, the very high mean score of 4.93 indicated a very strong positive agreement among respondents that scope planning affects King Faisal Maternity Ward Project Implementation performance in Gasabo District. The standard deviations of 0.378 showed homogeneous responses among respondents. The findings align with the study of Adedayo *et al.* (2018) emphasized that scope management influence the information and communication technology (ICT) projects in Nigeria. Telecom firm success in Nigeria through scope management aligned well with the project success through scope planning. This supports the strong agreement among respondents on clear objectives, effective scope changes management, stakeholder understanding and risk mitigation through scope planning. Thus, effective scope planning influences the performance of King Faisal Maternity ward Project implementation in Gasabo district.

Table 2
Perceptions of Respondents on Risk Planning

Risk Planning	Mean	Std. Dev.
Risk planning is an essential best practice for achieving project performance goals.	4.95	.437
Project performance can be negatively impacted if risk planning is not properly implemented.	4.95	.211
Best practice risk planning involves a comprehensive risk identification process thus leading project performance.	4.94	.241
Effective communication is key to successful risk planning and project performance.	4.98	.151
Regular monitoring and evaluation of risks is critical to achieving project performance goals.	4.98	.196
Overall	4.96	.247

Table 2 shows descriptive statistics for the effect of risk planning on the performance of King Faisal Maternity ward Project in Gasabo district. A significant number of respondents strongly agreed that Risk planning is an essential best practice for achieving project performance goals. It is confirmed by the presence of a very high mean score of 4.95, indicating a very strong positive agreement. The standard deviation of 0.437 showed homogeneous responses. Additionally, a notable number of respondents strongly agreed that Project performance can be negatively impacted if risk planning is not properly implemented with the very high mean score of 4.95, indicating a very strong positive agreement. The standard deviation of 0.211 highlighted homogeneity in responses. Furthermore, a lot of respondents strongly agreed that best practice risk planning involves a comprehensive risk identification process thus leading project performance with a very high mean score of 4.94, indicating a very strong positive agreement. The standard deviation of 0.241 showed homogeneity in responses. Moreover, respondents strongly agreed that Effective communication is key to successful risk planning and project performance with a very high mean score of 4.98, indicating a very strong positive agreement. The standard deviation of 0.151 showed homogeneity in responses. Finally, respondents strongly agreed that regular monitoring and evaluation of risks is critical to achieving project performance goals with a very high mean score of 4.98, indicating a very strong positive agreement. The standard deviation of 0.196 highlighted homogeneity in responses.

Overall, the very high mean score of 0.96 and the standard deviation of 0.247 indicated respectively, a very strong positive agreement and homogeneous responses among respondents that risk planning affects King Faisal Maternity Ward Project Implementation performance in Gasabo District. The findings supported by Iram (2019) mentioned that good risk management methods influence the performance of project completion in construction sector in Pakistan. This aligns with the strong positive agreement among respondents on the importance of risk planning for King Faisal Maternity Ward Project Implementation performance in Gasabo District. Therefore, risk planning influences the King Faisal Maternity Ward Project Implementation performance in Gasabo District.

Table 3
Perceptions of Respondents on Project Performance

Cost Management	Mean	Std. Dev.
There was contingency plan in case of unexpected cost increases for better project performance.	4.63	.388
Funds meant for the project are not lost thus leading to project performance.	4.57	.150
Cost performance was evaluated at the end of the project.	4.76	.247
Unexpected expenses were handled for better project performance.	4.90	.602
There was presence of estimate cost of each task or stage in the project.	4.66	.315
Time Management		
There was timeline for each task or stage in the project.	4.73	.500
The timeline was managed and updated throughout the project.	4.58	.123
There was a person responsible for making decisions about project timeline	4.42	.507
There was a contingency plan in case of unexpected delays in project.	4.53	.469
Quality standard		
Project end product/service met end user's requirements	4.69	.087
The project made a positive impact on users of finished product / service	4.77	.150
Project process met satisfaction of Stakeholders	4.64	.358
The project improved performance for client/end user	4.81	.602
Project end product is accepted and used by the clients for whom the project is intended	4.76	.193
Overall	4.67	.335

Table 3 shows Descriptive statistics on the performance of King Faisal Maternity ward Project in Gasabo district. The statement that there was contingency plan in case of unexpected cost increases for better project performance showed a very high mean score of 4.63, indicating a very strong positive agreement among respondents. The standard deviation of 0.388 highlighted homogeneity in responses. Also, the statement that Funds meant for the project are not lost thus leading to project performance showed a very high mean score of 4.57, indicating a very strong positive agreement among respondents. The standard deviation of 0.150 showed homogeneity in responses. Additionally, the statement that Cost performance was evaluated at the end of the project showed a very high mean score of 4.76, indicating a very strong positive agreement among respondents. The standard deviation of 0.247 showed homogeneous response. Furthermore, the statement that unexpected expenses were handled for better project performance showed a very high mean score of 4.90, indicating a very strong positive agreement among respondents. However, the standard deviation of 0.602 highlighted heterogeneity in their responses. Moreover, the statement that There was presence of estimate cost of each task or stage in the project with a very high mean score of 4.66, indicating a very strong positive agreement among respondents. The standard deviation of 0.315 showed homogeneity in their responses.

Furthermore, the statement that there was timeline for each task or stage in the project showed a very high mean score of 4.73 and a standard deviation of 0.50, indicating, respectively, a very strong positive agreement and homogeneous response among respondents. Also, the statement that the timeline was managed and updated throughout the project showed a very high mean score of 4.58 and standard deviation of 0.123, indicating, respectively, a very strong positive agreement and homogeneous response among respondents. Additionally, the statement that There was a person responsible for making decisions about project timeline showed a very high mean score of 4.42, indicating a very strong positive agreement among respondents. However, the standard deviation of 0.507 showed heterogeneity in their responses. Also, the statement that there was a contingency plan in case of unexpected delays in project showed a very high mean score of 4.53 and standard deviation of 0.469, indicating, respectively, a very strong positive agreement and homogeneous response among respondents.

Moreover, a significant number of respondents agreed that Project end product/service met end user's requirements with a very high mean score of 4.69, indicating a very strong positive agreement among respondents. However, the standard deviation of 0.87 showed heterogeneity in their responses. Also, the respondents agreed that the project made a positive impact on users of finished product / service with a very high mean score of 4.77, indicating a very strong positive agreement. The standard deviation of 0.150 showed homogeneity in their responses. Likewise, respondents agreed that Project process met satisfaction of Stakeholders with a very high mean score of 4.64, indicating a very strong positive agreement. The standard deviation of 0.358 highlighted homogeneity in their responses. A notable number of respondents agreed that the project improved performance for client/end user with a very high mean score of 4.81, indicating a very strong positive agreement. However, the standard deviation of 0.602 highlighted a heterogeneity in their responses. Lastly, respondents agreed that Project end product is accepted and used by the clients, for whom the project is intended with a very high mean score of 4.76, indicating a very strong positive agreement. The standard deviation of 0.193 showed homogeneity among their responses.

Overall, a very high mean score of 4.67 indicated a very strong positive agreement among respondents that there is King Faisal Maternity Ward Project Implementation performance in Gasabo District. The overall standard deviation of 0.335 showed homogeneity in responses for all statements. The findings align well with Eric (2021) emphasized that improved planning significantly impacts Huguka Dukore Akazi Kanoze Project success in Nyabihu District. This supports the strong positive agreements among respondents on contingency plans for unexpected costs, evaluation of cost performance, timeline management and stakeholder satisfaction. Then, a well-structured project planning influences the King Faisal Maternity Ward Project Implementation performance in Gasabo District.

Table 4

Model Summary on Project Planning Practices and Project Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815[a]	.665	.659	.37968

a. Predictors: (Constant), Risk planning, Scope planning

Table 4 presents a model summary on project planning practices and King Faisal Maternity Ward Project Implementation performance in Gasabo District. The coefficient R of 0.815 indicates a strong positive correlation between project planning practices and project performance. The R-squared of 0.665 indicated that, approximately 66.5% of the variation in project performance can be explained by the predictors of risk planning and scope planning.

Thus, the regression model using the predictors (scope planning and risk planning) shows a strong positive relationship with King Faisal Maternity Ward Project Implementation performance in Gasabo District.

The findings supported by Dufitumukiza (2022) stated that project planning impacts sustainability of education initiatives in Rwanda. This aligns with the strong positive correlation between project planning practices and the King Faisal Maternity Ward Project Implementation performance in Gasabo District.

Table 5
ANOVAᵃ on Project Planning Practices and Project Performance

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	36.283	2	18.142	125.845	.000ᵇ
	Residual	18.308	127	.144		
	Total	54.591	129			

a. Dependent Variable: Project performance
b. Predictors: (Constant), Risk planning, Scope planning

Table 5 shows the findings on ANOVA examining the relationship between project planning practices and King Faisal Maternity Ward Project Implementation performance in Gasabo District.

F-statistics of 125.845, associated with significance level (Sig.) of .000 indicates a high significant relationship between project planning practices (scope planning and risk planning) and King Faisal Maternity Ward Project Implementation performance in Gasabo District.

The findings align with Sexton (2019) mentioned that lack of effective planning contributes to constructions industry challenges in Rwanda. The inadequate planning, resource limitations and outdated tools affect project performance. This supports the results that there is a high significant relationship between project planning practices (scope planning and risk planning) and King Faisal Maternity Ward Project Implementation performance in Gasabo District.

Table 6
Coefficients on Project Planning Practices and Project Performance

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.546	.196		2.792	.006
	Scope planning	.620	.062	.643	9.938	.000
	Risk planning	.255	.067	.245	3.783	.000

a. Dependent Variable: Project performance

The fitted regression model was as shown below:
$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$
King Faisal Maternity Ward Project Implementation performance = 0.546 + 0.350 scope planning + 0.730 risk planning + 0.198

Table 6 presents the coefficients from regression model examining the relationship between project planning practices and King Faisal Maternity Ward Project Implementation performance in Gasabo District.

The constant 0.546 indicates the baseline value of project performance when all predictors (risk and scope planning) are held at zero. The unstandardized coefficients show the impact of each project planning practices on King Faisal Maternity Ward Project Implementation performance in Gasabo District. The unstandardized coefficient of $\beta = 0.620$ indicates that one-unit increase in King Faisal Maternity Ward Project Implementation performance in Gasabo District is associated with 0.620 increase in scope planning. Similarly, the unstandardized coefficient of $\beta = 0.255$ indicates that one-unit increase in King Faisal Maternity Ward Project Implementation performance in Gasabo District is associated with 0.255 increase in risk planning. Both the p-values, 0.006< 0.05 and 0.000<0.05 indicates that these relationships are statistically significant.

The findings align with Yusif (2018) highlighted that inadequate project planning and challenges like insufficient skilled personnel, outdated planning tools affects project performance. This supports that scope planning and risk planning significantly influence King Faisal Maternity Ward Project Implementation performance in Gasabo District.

V. CONCLUSIONS & RECOMMENDATIONS

5.1 Conclusion

The main objective of the study was to investigate Project Planning Practices and King Faisal Maternity Ward Project performance in Gasabo District, Rwanda. Specifically, the study aimed to assess the effect of scope planning on the performance of King Faisal Maternity ward Project in Gasabo district and determine the effect of risk planning on the performance of King Faisal Maternity ward Project in Gasabo district. Multiple data collection instruments were employed, including questionnaires and documentary review. The statistical analysis showed that scope planning and risk planning significantly influences King Faisal Maternity Ward Project Implementation performance in Gasabo District. Analysis of Variance showed a strong positive relationship between project planning and King Faisal Maternity Ward Project Implementation performance in Gasabo District. Thus, the study rejected the Null hypothesis. Therefore, there is a significant influence of project planning on King Faisal Maternity Ward Project Implementation performance in Gasabo District.

5.2 Recommendations

King Faisal Hospital should prioritize comprehensive scope and risk planning processes to enhance the implementation performance of future projects. Also, King Faisal Hospital should prioritize ongoing training and development for project teams on the latest techniques and tools for scope and risk management. Furthermore, Gasabo District is recommended to invest in capacity building for project managers to insure effective project planning and management practices. Moreover, project managers should regularly evaluate and update their project plans, incorporating stakeholder input and mitigating risks to ensure successful project outcomes.

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