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Influence of Project Resources Management and Performance of Sustainable Agricultural Intensification and Food Security Project (SAIP) Rwanda

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Abstract

The purpose of this study was to examine the influence of project resources management on the performance of the Sustainable Agricultural Intensification and Food Security Project (SAIP) in Rwanda. The study had three specific objectives: to determine the impact of human resource management, to establish the influence of financial resource management, and to assess the effect of access to physical resource management on SAIP performance. The study was grounded in the theories of resource dependence and resource-based theory, providing a solid foundation for the investigation into the relationship between project resources management and SAIP performance. The study utilized both descriptive and inferential research designs. Descriptive research was employed to describe project resources management and project performance, while inferential statistics, including correlation and multiple linear regressions, were used to analyze the relationship between project resources management and SAIP project performance. The target population consisted of 1124 employees of the SAIP project, with a sample size of approximately 92 employees determined using Yamane's formula. Convenience sampling was used to select the sample. Data collection involved self-administered questionnaires and an interview with the project manager. Qualitative data were subjected to content analysis, and the results were presented in a narrative format. The results revealed a significant positive effect of human resources on SAIP project performance, with $\beta 1 = 0.404$, p-value = 0.000 < 0.05, t = 7.127. This implies that increasing human resources by one unit leads to a 0.404 unit increase in SAIP project performance. Similarly, financial resources were found to have a significant positive effect on SAIP project performance, with $\beta 2 = 0.284$, p-value = 0.000 < 0.05, t = 4.821. Increasing financial resources by one unit results in a 0.181 unit increase in project performance. Additionally, physical resources were found to have a significant positive effect on SAIP project performance, with $\beta 3 = 0.106$, p-value = 0.043 < 0.05, t = 2.041. Increasing physical resources by one unit leads to a 0.395 unit increase in project performance. The overall view of respondents regarding the performance of the SAIP project was highly positive, with a mean score of 4.29 and a standard deviation of 1.16, providing strong evidence of high project performance. The study concluded that efficient management of project resources, including human, financial, and physical resources, greatly influences project performance in terms of timely completion, reduced costs, satisfaction of project beneficiaries, and improved project deliverables. The study recommends that SAIP projects prioritize training programs to enhance the performance of human resources. Additionally, effective financial resources management, careful monitoring of costs, accurate estimation of project costs based on execution conditions, and special attention to project materials management are crucial. Developing a comprehensive project schedule and implementing regular checks and controls are also recommended to ensure timely completion and proactive management of deviations.

Keywords: *Project Resources Management, human resources management, financial resources management, physical resources management, SAIP, Rwanda*

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1.0 Background of Study

The efficient and effective use of an organization's or a project's resources when they are needed is known as project resource management. These resources could be in the form of money, people, or information technology (Jannis & Neboom, 2019). The structure of the project's resources and team members' motivation to fulfill the project's goals and objectives are key components of project performance. Idoko (2018) contends that project resources are crucial to the success of initiatives. The resources needed for a project may include, but are not limited to, management, unskilled labor, skilled labor, tools, equipment, and money. It is essential to use internal and external resources properly. In order to better survive in the current competitive environment, construction organizations must execute business decisions and maximize corporate objectives.

Many organizations in developed countries such as the United States, the United Kingdom, Japan, Australia, New Zealand, and most European Union countries have found that project resource management, such as finance and especially human resources management, was key to the success of projects implemented by different NGOs in the USA. According to a US National Research Council (NRC) study from 2009, NGOs must manage project deadlines, labor, material, and energy costs more skillfully if they want to stay competitive. In reality, the majority of projects experience cost overruns and schedule delays as a result of inadequate resource management (Kamwana & Muturi, 2018). Over the last decades, most studies have been conducted in the field of project resource management and its association with project performance and success. Prior studies in New Zealand have found substantial positive evidence for statistical associations between project resource management, such as financial resource practices and human resource practices, contributing to improved project performance. For organizations to survive in a global economy in the new millennium, they need to exploit and use all the needed and available resources efficiently as a factor of achieving competitive advantages (Ashley, 2016).

The success of agricultural initiatives has been a contentious issue in countries in Eastern Africa like Kenya (Oyugi, 2018). Project mechanisms were seen as being top-down, rigid, and a significant factor in the agriculture sector's underwhelming performance. Consequently, there has been a desire to change agricultural project finance techniques into a system that is effectively managed in terms of cost and budget planning. It is improper for agricultural initiatives to engage in financial methods that do not considerably benefit the lives of their stakeholders (Oyugi, 2018). Due to flaws in procurement entities, procedures, and the skills of project managers and teams, completing government projects in Rwanda continues to present a number of difficulties. The main difficulties relate to project resource management, which is marked by a variety of poor practices that appear during the projects' performance and their associated contract management, among which poor financial practices exist initially, like embezzlement of funds, corruption, overpayments, etc. The poor project resource management was brought on by ineffective project studies that consume the largest portion of the national budget (Umulisa & Shukla, 2015).

Some projects were canceled before they could be completed, while others took longer than anticipated to complete. In the most recent instance, during the fiscal year 2019–2020, nine

projects worth FRW 908 million were abandoned by the contractors, and FRW 23 billion were lost due to inadequate contract management methods, causing the government of Rwanda to incur non-important losses and additional unnecessary costs (OAG, 2016). While the success of a project in previous studies has been measured mainly by delivering project deliverables on time and on budget, this study pinpointed the contribution of proper management of project resources and technology, as well as effective management of project finances and resources, to the overall success of a project. These insights can assist in mitigating the overall risks of projects' bad practices that lead to project losses and loss of job accountabilities by sharing insights on the importance of managing resources.

Feedback from this research enables project managers to understand the importance of controlling and maintaining their entire resource cycle on a daily, weekly, or monthly basis, to assist in ensuring that the most valuable resources are used and workload is managed and balanced upon project goals and objectives. Small farmers in Rwanda have historically benefited from government-sponsored agricultural programs, with the ministry in charge of agriculture playing a key role. These initiatives largely concentrate on livestock and food crops. Various extension models and techniques, including the progressive farmer approach, integrated agricultural rural development approach, farm management training and visits, attachment of officers to organizations, farming systems approaches, and farmer field schools, have been tested out by the government.

All of these methods have been developed with varied degrees of performance issues. The term "Janus face" was popularized by Kuyper and Struik (2014) to describe how sustainable agricultural intensification has two distinct, drastically different effects on productivity. Since the 1950s, when traditional agriculture in many nations was changed by the development of easily accepted new technologies, producing an industrial agriculture, this Janus face has become particularly obvious. The Janus face shows the two effects of industrialized agriculture: while it made it possible to feed the world's rapidly expanding population by appropriating an increasing quantity of natural resources, it also reduced agricultural ecosystems' resilience and their long-term ability to provide food for people. This Janus face is inescapable and results from the original definition of intensification, which omits to define the kind of inputs. Industrial farming increased output per unit of land but perhaps not per unit of externally applied resources.

Finally, this Janus aspect produces a disputed agronomy, or an agronomy whose theories, principles, objectives, approaches, and technology are contested (Sumberg et al., 2013b; Struik et al., 2014). The drawbacks of this Janus face cannot simply be eliminated. But there is generally a sense of urgency, made more so by the fact that it directly jeopardizes food security, encourages inequality among different stakeholders, leads to mass migration, and creates other undesired developments that could be almost irreversible. The issue also has a significant time dimension, as the current state is unstable and leads to generational injustice (Loos et al., 2014). No matter what, contemporary agriculture needs to be changed and made "green" again (Valenzuela, 2016).

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1.1 Problem Statement

In Rwanda there is an extensive number of agricultural projects that have inappropriate project management practices such as over budgeting, lack of engagement of all stakeholders in project activities, low level of education of project team members like farmers, inadequate of financial resources, and lack of day to day proper tracking on use of physical materials that belongs to the project and lack of proper monitoring of project activities. Consequently, in Rwanda, more than a half of projects implemented never meet their expected results, due to lack of sustainability of the projects, community had no ownership on those projects and are not engaged in the projects, lack of economic and financial sustainability and also poor maintenance of projects. According to the Auditor General's Office (2018), many government projects in Rwanda have continuous time and budget overruns, unmet product specifications, and failure to fulfill customer expectations and satisfaction standards despite efforts to ensure project success.

There had been little research that reveals how effective management of resources human, financial and access to physical resources contribute to project performance by delivering planned objectives to the beneficiaries and being implemented on schedule using appropriate and efficient resources management in the area of agricultural projects where some projects perform well and others fail to implement their objectives because of many factors including poor project resources management. However, according to Richard (2019) one of the main reasons of project failure in developing countries is lack of effective planning processes. Similarly, some of the resource planning processes is neglected in Rwandan projects, and the execution of the project is often started without developing project plan or poor project planning. The studied project confirms that most of the project in Rwanda did not apply planning knowledge areas effectively for example Risk planning is implemented only in 20.35%, quality planning in 33.6%, communication planning in 44.2%, integration planning in 46.5%, and scope planning in 48.85% in terms of physical human and financial resources. This study seeks to assess and analyze the influence of human, financial, and access to physical resources management in sustainable agricultural intensification and food security (SAIP). The project resources management that seems to be required for the best performance of sustainable agricultural intensification and food security project (SAIP).

1.2 Research Objectives

The study was guided by the following objectives:

i. To determine the influence of human resources management on the performance of sustainable agricultural intensification and food security (SAIP);

ii. To establish the influence of financial resources management on the performance of sustainable agricultural intensification and food security (SAIP);

iii. To assess the influence of access to physical resources management on the performance of sustainable agricultural intensification and food security (SAIP).

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2.0 Literature Review

The literature review included empirical literature, theoretical frameworks, and conceptual frameworks.

2.1 Empirical Literature

Mutula (2020) examined impact of human resource management on project performance in Nairobi, Kenya, using the case of a few chosen Westland's organizations. goal of the study was to determine how well the Westland's organization used its human resources in connection to the success of their projects. This study used a descriptive survey as its research strategy. A statistical tool for social sciences was used to code, arrange, and analyze the filled-out surveys (SPSS). In order to interpret data, descriptive statistics are employed to communicate data's key characteristics. The existence of a relationship between these practices and performance was determined using regression and correlation analysis. To look for response variation, cross-tabulation and one X2 were used. The research found that management and planning both have varied effects on organizational performance, depending on the practice's effectiveness (R=0.745 and R2=0.713, respectively).

From the study findings it can be concluded that HRM practices have an effect on poor performance. There is methodological gap in the study conducted by Mutula (2020) where he used only closed ended questionnaire which is not giving the freedom of respondents to share experience on how project resource management influencing performance of SAIP Project. Hence, current study will use both questionnaire and interview to get additional information on how Project resource planning affects performance of SAIP Project. According to Kanyua and Omwenga, the pastoralist integrated support programme (PISP), Marsabit county, is a case study on impact of financial planning on project deliverables of nonprofit organizations in Kenya (2016). primary goal of the study was to assess how financial planning affected non-governmental organizations' project outputs. In the office, 40 employees in total were questioned. Since the target population was less than 100, the researcher used the census approach. information was collected by questionnaires, and analysis was done using descriptive statistics. The study also discovered that financial resources had an impact on project deliverables in PISP, as meeting project goals required proper financial planning resources. study also discovered that project outputs in PISP were impacted by financial efficiency.

In Uasin Gishu County, Kenya, Cheluget and Morogo (2017) conducted a study on the relationship between project performance and financial management methods. The study's objective was to discover relationship between project performance in Kenya's Uasin Gishu County and financial management techniques. From 31 projects in Uasin Geshu County, 87 top management staff members were chosen as a sample size using stratified and straightforward random sampling approaches. Using structured questionnaires, data was collected. research design used in the study was ex post facto.to examine data, descriptive and inferential statistics were employed. hypotheses will be tested using regression analysis at $p = 0.05$.

Results showed that financial reporting and budgeting have a favorable impact on project performance. The study conducted by Cheluget and Morogo (2017) has conceptual and

methodological flaws since it focuses on project performance but ignores the idea that project success was affected by financial resource management. hence, current study will be expanded to establish the influence of human resource planning, financial resource planning practices on performance of SAIP Project.

Exposit-facto research strategy used in this study, which begins after the fact without researcher intervention and makes it impossible or unacceptable to change the features of human participants, was a technique error. Ex post facto research design cannot be used to collect data from respondents. Aftab (2018) studied how time management affected how well large building projects performed in Malaysia. This study's objective was to determine how time management practices affected the success of a significant building project. In Malaysia's major building projects, the study has identified the most often used time management tools and software programs as well as the effectiveness of each. There is a gap in the methodology in the study done by Aftab et *al*., (2018) where they focused on face to face interview but ignore closed ended questionnaire which will allow research to quantify the variable under the study and also which will allow research to compute statistics such as mean, standard deviation and inferential statistics in order to generalize the sample size to the whole population.

Rómel et al. conducted a study in 2015 on the application of time management techniques and the schedule performance of construction projects in Mexico. The study's goal was to assess how PTM process usage relates to project schedule performance. In the study, fourteen school construction projects carried out by a governmental organization in Mexico's Yucatan Peninsula were evaluated. The data was collected for the study using a questionnaire and a case study research methodology. The findings showed a statistical relationship between time management techniques and building projects' schedule performance. The majority of the projects that were completed on time also used PTM methods more frequently.

There is methodological gap in the study done by Rommel *et al*., (2015), where they concentrated on questionnaire but ignored to use also interview in order to get insights and opinion of respondents on how project time management influences project performance. Ndayisaba and Mulyungi (2018) studied how resource management affected the performance of a project aimed at improving rural Rwandans' means of subsistence. The main goal of this study was to determine how resource management affected project performance in Rwanda. Determine the impact of human resource management, time management, and financial resource management on project success performance of boosting livelihoods in rural Rwanda was one of the following particular objectives.

The target population for initiative included all participants, including Urwego employees, Muhanga district officers, project beneficiaries, and key informants from the local community. In order to extract a systemic relationship between independent and dependent variables, data were quantitatively analyzed using percentages, frequencies, and regression analysis. effect of project material resource management on delivery of construction projects in the Maldives was evaluated by Zaha (2017). Examining existing method of material management and how it affects completion of building construction projects in Maldives is

the primary goal of this research paper. a questionnaire survey was given to a sample of 20 main contractors and 20 subcontractors with the intention of learning about current material management practices through semi-structured interviews and learning about respondents' perceptions of the 34 root causes of ineffective material management.

More importantly, the results of this questionnaire revealed a connection between various material management techniques and project delivery in terms of cost overrun and delay. The survey found that researching unqualified suppliers, matching pricing to competitors' prices, and a lack of material availability were three most common root reasons of ineffective material management. There is methodological gap in the study done by Zaha (2017), where they concentrated on questionnaire but ignored to use also interview in order to get insights and opinion of respondents on how project material resource management is influencing project performance.

Murinzi et al (2018) have conducted a study on influence of project team skills on performance of IFAD funded project in Rwanda. He used rural sector project as the case study. A questionnaire was distributed to a sample size of 57 project team and come out with three findings. The researchers concluded that the effect of project team planning skills on performance of this sector is significant, means that a project could not succeed without planning skills on their managing teams. The increase of one unit in terms of team planning skills increases project performance by .934 units if other variables remain constant. study demonstrated also a strong relationship between project team monitoring and evaluation skills and performance of that project. It indicated that the increase of one unit in terms of monitoring and evaluation skills would increase the rural sector support project performance by .965 units if other variables stay constant and it showed that this variable is a very important factor for the successful performance of a project.

2.2 Theoretical Framework

This study is based on theories of project resources management and project performance. the key theories namely the Resource dependence theory and theory of resource-based theory as detailed below.

2.2.1. Resource Dependence Theory

Pfeffer and Salancik created the resource dependence theory in 1978. According to the thesis, projects are vulnerable to both internal and external contingencies. The occurrence of contingencies is due to the fact that projects rely on environment-specific resources in order for project organizations to function and succeed in the effective completion of projects. These resources are the subject to some external control, which has potential to affect team member behavior and foster external reliance. The implication of resources dependence theory in this study is that management of project should concentrate on how SAIP project can manage resource dependence such as human resource, financial resource and physical resources on its environment to ensure a successful outcome of project. Furthermore, the success of a project also depends on the support of its executive sponsors, reason why it is critical to win their support throughout the project lifecycle.

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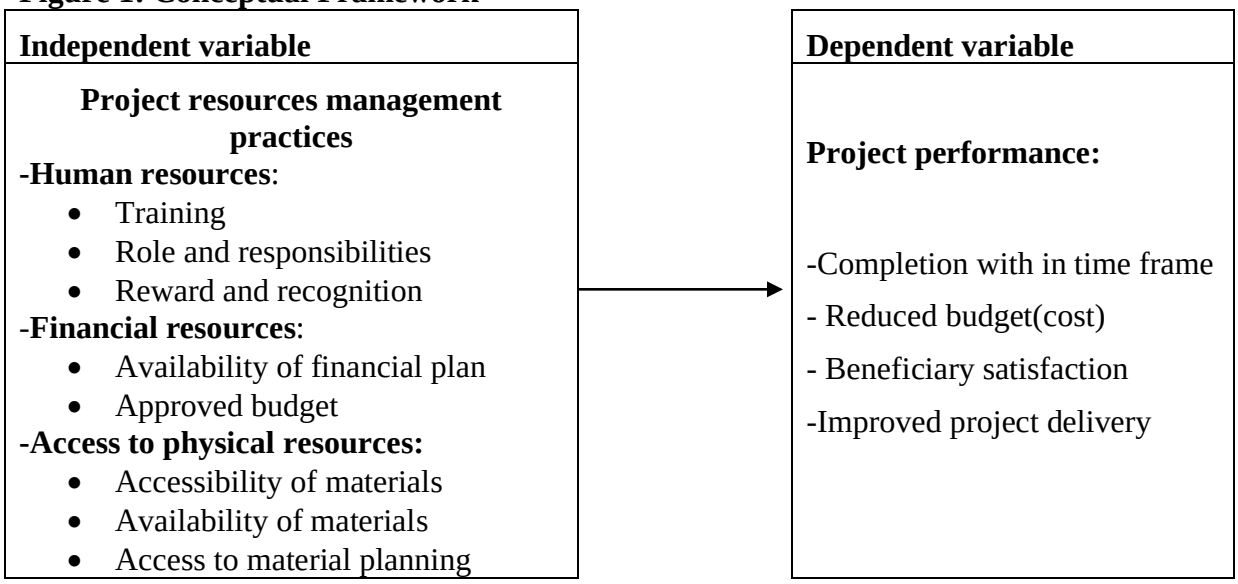
2.2.2 Resource Based Theory

Penrose (2009) created resource-based theory and put out a model for efficient management of a firm's resources, diversification plan, and business opportunities. Organizations that possess "strategic resources" have significant competitive advantages over those that do not, according to resource-based theory. Several resources, including money and vehicles are not regarded as strategic resources because it would be simple for other companies to acquire them. Instead, a resource is strategic if it is valuable, uncommon, difficult to duplicate, and indispensable. Resource-based theory is relevant to the study because it helps project managers make sure that resources like money, people, and physical assets are utilized, planned, and managed strategically in the interest of the beneficiaries of the sustainable Agricultural Intensification and Food Security Project (SAIP) and its effects on project performance, particularly to the society.

2.3 Conceptual Framework

The conceptual framework as shown in Figure 1 examines the impact of human resource management practices, financial resource management practices, and access to physical resources management practices on the project performance of sustainable intensification and food security initiatives.

Figure 1: Conceptual Framework



Source: Researcher, (2022)

3.0 Research Methodology

The research design of this study incorporated both descriptive and inferential research designs. Descriptive research was employed to describe project resources management and project performance, while inferential statistics, such as correlation and multiple linear regressions, were used to determine the relationship between project resources management and SAIP project performance. The target population consisted of 1124 employees of the

SAIP project. The sample size was determined using Yamane's formula, resulting in a sample of approximately 92 employees. Convenience sampling was employed to select the sample. Primary data was collected through self-administered questionnaires, and an interview was conducted with the project manager. The validity of the measurement instruments was tested using the Content Validity Index (CVI), and the reliability was assessed using the test-retest method and Cronbach's Alpha. Data analysis involved descriptive statistics, such as mean and standard deviation, to describe project resource management and project performance. Multiple regression models were used to assess the effects of independent variables on the dependent measure. The analysis was conducted using the Statistical Package for Social Sciences (SPSS). Qualitative data were analyzed using content analysis, and the findings were presented in a narrative form.

4.0. Research Findings and Discussions

The research findings and discussions are presented in sections.

4.1 Findings on the profile of respondents

This section presents the demographic profile of respondents. That is comprised of gender, age, academic qualification, experience with SAIP project, and they are described with more details here below:

Table 1: Profile of respondents

		Frequency	Percent
Gender	Male	51	55.4
	Female	41	44.6
	Total	92	100.0
Education level	Secondary	4	4.3
	Diploma	13	14.1
	Bachelors degree	63	68.5
	Masters	11	12.0
	PhD	1	1.1
	Total	92	100.0
Working experience	Below 2 years	13	14.1
	Between 2 and 3 years	67	72.8
	Above 3 years	12	13.0
	Total	92	100.0

Source: Primary data, 2023

According to gender, the majority of respondents that participated in this research were found to be male on the percentage of 55.4% while female who participated found on the percentage of 44.6%. The information gathered from both men and women is equally useful for the purpose of this research. the study shows that respondents participated under this

research study and those involved in the SAIP project the number of males exceeds the number of females. As indicated in the table above, 54 respondents which are equal to 68.5% have completed bachelor degree and this represents the highest percentage of responses, 12% of respondents have completed master's studies, 4.3% of respondents completed secondary's studies, 1.1% of respondents hold PhD's studies, lastly 14.1% of respondents had diploma. This implies that the study population was dominated by employees with high level of education and this will have an impact on the objectives to be achieved a daily running activity of SAIP project.

It shows also that the respondents are quite high to perform relies but also to respond effectively to the questionnaires provided. This support the study done by Smithy (2014) who said that education level of an employee determines his/her daily activities. According to experience it was found that majority of participants in this study reported that they have experience ranging from 2 to 3 years with the percentage of 72.8%. This is advantage to SAIP project as it implies that workers with long experience have enough knowledge in planning and implementation of SAIP project. The second category among the respondents had been in services with SAIP project for the period below 2 years counts to 14.1% and the remaining 13% of respondents had been in services with SAIP project above 3 years This shows that the majority of respondents had worked for more than 3 years with the project and therefore have extensive experience with it and helped to reveal various aspects on implementation of the project. again, this is supported by research done by Flynn (2016) who noted that most of the respondents experienced in their jobs, effectively perform better.

4.2 Presentation of findings

The findings are presented in a five point Likert scale where SA=Strongly Agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree, F=Frequency, T=Total, M=Mean and STD=Standard Deviation. This section presented was analyzed by using descriptive statistics such as frequency, percentage, mean and standard deviation. The assumption was made on the basis of higher the score the more important are the variables as evaluation criteria. Interpretation of mean and standard deviation were interpreted as follows: Mean between 1.00-1.80 implies that very low mean (i.e., the fact does not appear), Mean between 1.81-2.60 implies that low mean (i.e., the fact appears less), Mean between 2.61-3.40 implies that moderate mean (i.e., the fact appears moderate), Mean between 3.41-4.20 implies that high mean (i.e., the fact appears more) and mean between 4.20-5.00 implies that Very high mean (i.e., strong evidence of the existence of the fact. Standard deviation less or equal 0.5($(\sigma)\leq$ 0.5) implies that homogeneity otherwise heterogeneity

4.2.1. Descriptive statistics on project resources management and project performance

The study sought to access the project resource management and project performance such as human resources, financial resources; and physical resources. The respondents were requested to indicate their perception on project resources management and project performance by using five-point Likert scale.

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4.2.1.1. Human resources and SAIP project performance

The study sought to access the perception of respondents on human resources and SAIP project performance. The respondents were asked to agree or disagree with the statements regarding the human resources and SAIP project performance.

Table 2: Human resources management

	SD		D		N		A		SA		Mean	St. Dev
	fi	%	fi	%	fi	%	fi	%	fi	%		
1.Is there free and open communication during the performance appraisals	3	3.3	6	6.5	0	.0	18	19.6	65	70.7	4.48	1.02
2.The formulation and implementation of human resources planning are in the line with overall goal	1	1.1	0	.0	1	1.1	23	25.0	67	72.8	4.68	.61
3.The human resources management function is accorded an important role	3	3.3	0	.0	4	4.3	22	23.9	63	68.5	4.54	.86
4.Hiring of new employees is done mainly at job entry levels	5	5.4	4	4.3	4	4.3	32	34.8	47	51.1	4.22	1.09
5.Training is done to project team members	0	.0	2	2.2	0	.0	9	9.8	81	88.0	4.84	.52
Sample size:												92
Overall mean											**4.55**	**0.82**

Source: Primary data, 2023

In respect to human resources management and project performance, the results indicated that 3.3% of respondents strongly disagreed, 6.5% of respondents disagreed while 19.6% of respondents agreed and the majority 70.7% of respondents strongly agreed that There is free and open communication during the performance appraisals with very high mean score of 4.48 and standard deviation 1.02 which implies that there is strong evidence of existing of fact and heterogeneity responses. The results indicated that 1.1% of respondents strongly disagreed, 1.1% of respondents were neutral, 25% of respondents agreed and the majority 72.8% of respondents strongly agreed that the formulation and implementation of human resource planning are in line with overall goals with very high mean score of 4.68 and standard deviation 0.61 which implies that there is strong evidence of existing of fact and heterogeneity responses.

The results indicated that 3.3% of respondents strongly disagreed, 4.3% of respondents were neutral, 23.9% of respondents agreed and the majority 68.5% of respondents strongly agreed that the human resource management function is accorded an important role with very high mean score of 4.54 and standard deviation 0.86 which implies that there is strong evidence of existing of fact and heterogeneity responses. The results indicated that 5.4% of respondents strongly disagreed, 4.3% of respondents disagreed and 4.3% of respondents were neutral

while 34.8% of respondents agreed and the majority 51.1% of respondents strongly agreed that hiring of new employees is done mainly at job entry levels with very high mean score of 4.22 and standard deviation 1.9 which implies that there is strong evidence of existing of fact and heterogeneity responses.

The results indicated that 2.2% of respondents disagreed, 9.8% of respondents agreed and the majority 88% of respondents strongly agreed that training was done to project team members with very high mean score of 4.84 and standard deviation 0.52 which implies that there is strong evidence of existing of fact and heterogeneity responses. The overall view of respondents on human resources and project performance was very high with mean score of 4.55 and the standard deviation of 0.82 which implies that there is strong evidence of existing of fact and heterogeneity response that human resource and SAIP project performance was at very high extent. Basing on the table 2, the findings revealed that human resources planning has a great effect on SAIP project performance. This is evidenced by the fact that 88% of respondents responded that training was done to project team members. 70.7% of respondents stated that there is free and open communication during performance appraisals and 72.8% of respondents strongly agreed that formulation and implementation of human resources planning are in line with overall goals and objectives. This means that employees training and communication is needed in the project to perform well. The manager stated that to have a well performing project you need competitive personnel who are responsible and well equipped, they need to be developed as a team and build individual capacities in accordance with project goals and objectives in order to achieve better project performance. Managing the project team, tracking performance team members, motivating and training them, providing timely feedback lead to project performance. This is in the line with Umulisa *et al* (2015) who stated that, human resources practices is done effectively by the project through consideration of the important role of human resources managers, allocating enough human resources as well as trainings to them. The findings are in the confirmation with alternative hypothesis which stated that human resources management is significantly related to SAIP project performance

4.2.1.2. Financial resources management and SAIP project performance

The study sought to access the perception of respondents on financial resources management and SAIP project performance. The respondents were asked where agreed or disagreed with the statements regarding to financial resources management and performance of SAIP project. The results were presented in the table below**:**

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Table 3: Financial resources management

	SD		D		N		A		SA		Mean	St. Dev
	fi	%	fi	%	fi	%	fi	%	fi	%		
1.Financial manager always plans an optimum capital structure for the project	2	2.2	9	9.8	9	9.8	12	13.0	60	65.2	4.29	1.12
2.Project cost was well estimated	0	.0	12	13.0	8	8.7	6	6.5	66	71.7	4.37	1.10
3.The budget funds were enough to complete the project	0	.0	8	8.7	5	5.4	17	18.5	62	67.4	4.45	.94
Budgeting for all cost estimation is done on time and funds are released	0	.0	11	12.0	4	4.3	7	7.6	70	76.1	4.48	1.03
4.Project management determine financial resources needed to complete the activities.	1	1.1	0	.0	9	9.8	11	12.0	71	77.2	4.64	.75
5.Financial auditing and reporting is conducted on ongoing projects	5	5.4	3	3.3	12	13.0	18	19.6	54	58.7	4.23	1.14
Sample size:												92
Overall mean											**4.41**	**1.01**

Source: Primary data, 2023

In respect to financial resources management and SAIP project performance, the results indicated that 2.2% of respondents strongly disagreed, 9.8% of respondents disagreed and 9.8% of respondents remained neutral while 13% of respondents agreed and the majority 65.2% of respondents strongly agreed that the financial manager always plans an optimum capital structure for the project activities with very high mean score of 4.29 and standard deviation 1.12 which implies that there is strong evidence of existing of fact and heterogeneity responses.

The results indicated that 13% of respondents disagreed, 8.7% of respondents were neutral, 6.5% of respondents agreed and the majority 71.7% of respondents strongly agreed that Project cost is well estimated with very high mean score of 4.37 and standard deviation 1.10 which implies that there is strong evidence of existing of fact and heterogeneity responses. The results indicated that 8.7% of respondents disagreed, 5.4% of respondents were neutral, 0.94% of respondents agreed and 67.4% of respondents strongly agreed that the budget funds is estimated to be enough to complete the project with very high mean score of 4.45 and standard deviation 1.10 which implies that there is strong evidence of existing of fact and heterogeneity responses.

The results indicated that 12% of respondents disagreed, 4.3% of respondents remained neutral, 7.6% of respondents agreed and the majority 76.1% of respondents strongly agreed that budgeting for all cost estimation is done on time and funds are released with very high mean score of 4.48 and standard deviation 1.3 which implies that there is strong evidence of

existing of fact and heterogeneity responses. The results indicated that 1.1% of respondents strongly disagreed, 9.8% of respondents were neutral while 12% of respondents agreed and the majority 77.2% of respondents strongly agreed that project management determine financial resources needed to complete the project implementation activities with very high mean score of 4.64 and standard deviation 0.75 which shows that there is a strong evidence of existing of fact and heterogeneity responses. The results indicated that 5.4% of respondents strongly disagreed, 3.3% of respondents disagreed, 13% of respondents were neutral while 19.6 % of respondents agreed and 58.7% of respondents strongly agreed that financial auditing and reporting was conducted on ongoing projects with very high mean score of 4.23 and standard deviation 1.1 which asserts that there is strong evidence of existing of fact and heterogeneity responses.

The overall view of respondents on financial resources and SAIP project performance is very high with mean score of 4.41 and the standard deviation of 1.01 which implies that there is strong evidence of existing of fact and heterogeneity response that financial resources and SAIP project performance is at very high extent. With reference to table 3, the findings revealed that 76.1% of respondents stated that budgeting for all cost estimation is done on time and funds, 71.7% of respondents indicated that Project cost is well estimated, 76.1% of respondents stated that budgeting for all cost estimation is done on time , funds are released and 67.4% of respondents stated that the budget funds is enough to complete some of project activities. The findings concurs with Tdone by Guoli (2015) who found that a professional developed budget controls and the project cost creates favorable cash-flow conditions in the project and he assumed thatassumed that financial resources is a major resource in the project; without it, the project cannot operate and so the resource should be given much attention it deserves if a project has to survive. The respondents responded that in order to perform well within the project, all financial activities must be planned, recorded, motivated and controlled.

4.2.1.3.Access to physical resources and SAIP project performance

This research sought to access the perception of respondents on access to physical resources and SAIP project performance. respondents were asked where they agreed or disagreed with the statements regarding access to physical resources and SAIP project performance.

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Table 4: Access to Physical resources management

	SD		D		N		A		SA		Mean	St. Dev
	fi	%	fi	%	fi	%	fi	%	fi	%		
1.SAIP Project identified and determine material required to the project success	5	5.4	4	4.3	3	3.3	32	34.8	48	52.2	4.24	1.08
2.Project material and organization was well communicated during the planning phase	0	.0	10	10.9	6	6.5	10	10.9	66	71.7	4.43	1.02
3.Project output was well defined	0	.0	8	8.7	4	4.3	15	16.3	65	70.7	4.49	.93
4.The acquisition of materials and equipment is done in pursuance to required deliverables	1	1.1	3	3.3	7	7.6	16	17.4	65	70.7	4.53	.86
5.Management of SAIP Project acquired all material and equipment such as machines and monitoring and control tools to carry out the project execution	0	.0	9	9.8	11	12.0	6	6.5	66	71.7	4.40	1.04
6.All materials resources allocated were used	1	1.1	9	9.8	1	1.1	0	.0	81	88.0	4.64	.99
7.SAIP Project identified and determine material required to the project success	0	.0	13	14.1	1	1.1	5	5.4	73	79.3	4.50	1.06
Sample size:												92
Overall mean											**4.46**	**0.99**

Source: Primary data, 2023

According to access to physical resources and SAIP project performance, the results indicated that 5.4% of respondents strongly disagreed, 4.3% of respondents disagreed and 3.3% of respondents decided to be neutral while 34.8% of respondents agreed and the majority 52.2% of respondents strongly agreed that SAIP Project identified and determine material required to the project success with very high mean score of 4.24 and standard deviation 1.8 which implies that there is strong evidence of existing of fact and heterogeneity responses. The results indicated that 10.9% of respondents disagreed, 6.5% of respondents were neutral, 10.9% of respondents agreed and the majority 71.7% of respondents strongly agreed that project materials and organization is well communicated during the planning phase and easily accessed with very high mean score of 4.43 and standard deviation 1.2 which shows that there is strong evidence of existing of fact and heterogeneity responses.

The results indicated that 8.7% of respondents disagreed, 4.3% of respondents are neutral while 16.3% of respondents agreed and the majority 70.7% of respondents strongly agreed that Project outputs is well defined with very high mean score of 4.49 and standard deviation 0.93which indicated that there is a strong evidence on existence of fact and heterogeneity

responses. The results indicated that 1.1% of respondents strongly disagreed, 3.3% of respondents disagreed 7.6% of respondents were neutral while 17.4% of respondents agreed and the majority 70.7% of respondents strongly agreed that the acquisition of materials and equipment is done in pursuance to required deliverables with very high mean score of 4.53 and standard deviation 0.86 which implies that there is strong evidence of existing of fact and heterogeneity responses.

The results indicated that 9.8% of respondents disagreed, 12% of respondents were neutral while 6.5% of respondents agreed and the majority 71.7% of respondents strongly agreed that management of SAIP Project acquired all material and equipment such as machine and monitoring and control tools to carry out the project execution with very high mean score of 4.40 and standard deviation 1.4 which implies that there is strong evidence of existing of fact and heterogeneity responses. This study is also in accordance with arguments of Burke & Modarresi (2017) who stated that budgets occupy a leading place among the special tools of management employed to direct and control the affairs of large and multifarious organizations which in essence affect the financial performance of an organization.

The results indicated that 1.1% of respondents strongly disagreed, 9.8% of respondents disagreed, 1.1% of respondents were neutral and the majority 88% of respondents strongly agreed that all materials resources allocated were used with very high mean score of 4.64 and standard deviation 0.99 which implies that there is strong evidence of existing of fact and heterogeneity responses. The results indicated that 14.1% of respondents disagreed, 1.1% of respondents disagreed, 5.4% of respondents were neutral and the majority 79.3% of respondents strongly agreed that SAIP Project identified and determine material required to the project success with very high mean score of 4.50 and standard deviation 1.6 which implies that there is strong evidence of existing of fact and heterogeneity responses.
The overall view of respondents on access to physical resources and SAIP project performance is very high with a mean score of 4.46 and the standard deviation of 0.99 which implies that there is a strong evidence on existence of fact and heterogeneity response that on access to physical resources and SAIP project performance is at high extent.

The findings from table 4 shows that access to physical resources has a great effect on SAIP project performance since the majority of respondents (89.1%) stated that project management determine the project material access and duration before implementation of project activities 83.7% of respondents responded that time schedules about the project are created on time. The results show that physical resources are considered to help the project to perform. It is clear from the results that material access and usage is effectively practiced as indicated by quality of material used, right materials used and the indication that all materials needed are availed at sites.

4.2.2. Performance of SAIP project

The study sought to access the perception of respondents on performance of SAIP project. respondents were asked from which they agreed or disagreed with the statements regarding performance of SAIP project. The results were presented in the table below.

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Table 5: Performance of SAIP project

	SD		D		N		A		SA		Mean	St. Dev
	fi	%	fi	%	fi	%	fi	%	fi	%		
1.The first phase of project has completed on time.	1	1.1	6	6.5	5	5.4	11	12.0	69	75.0	4.53	.94
2.The first phase of project has completed according to the budget allocated.	5	5.4	0	.0	4	4.3	17	18.5	66	71.7	4.51	1.00
3.The project directly benefited the intended beneficiaries either through increasing efficiency or employee effectiveness.	3	3.3	6	6.5	0	.0	14	15.2	69	75.0	4.52	1.02
4.I am satisfied with the process by which the project is implemented.	11	12.0	22	23.9	10	10.9	0	.0	49	53.3	3.59	1.59
5.The project is handled upon the project's overall standards.	7	7.6	6	6.5	6	6.5	3	3.3	70	76.1	4.34	1.29
Sample size												
Overall mean											**4.29**	**1.16**

Source: Primary data, 2023

The results indicated that 1.1% of respondents disagreed, 6.5% of respondents disagreed and 5.4% of respondents were neutral while 12% of respondents agreed and the majority 75% of respondents strongly agreed that the project is implemented on time with very high mean score of 4.53 and standard deviation 0.94 which implies that there is strong evidence of existing of fact and heterogeneity responses. The results indicated that 5.4% of respondents strongly disagreed, 4.3% of respondents were neutral, 18.5% of respondents agreed and the majority 71.7% of respondents strongly agreed that the project is implemented according to the budget allocated. With very high mean score of 4.51 and standard deviation 1.00 which implies that there is strong evidence of existing of fact and heterogeneity responses. The results indicated that 3.3% of respondents strongly disagreed, 6.5% of respondents disagreed while 15.2% of respondents agreed and the majority 75% of respondents strongly agreed that the project has directly benefited the intended users either through increasing efficiency or employee effectiveness with very high mean score of 4.52 and standard deviation 1.2which implies that there is strong evidence of existing of fact and heterogeneity responses.

The results indicated that 12% of respondents strongly disagreed, 23.9% of respondents disagreed 10.9% of respondents were neutral and the majority 53.3% of respondents strongly agreed that they are satisfied with the process by which the project was implemented with very high mean score of 35.9 and standard deviation 1.59 which implies that there is strong evidence of existing of fact and heterogeneity responses. The results indicated that 7.6% of respondents strongly disagreed, 6.5% of respondents disagreed, 6.5% of respondents were

neutral while 3.3% of respondents agreed and the majority 76.1% of respondents strongly agreed that the project was handed upon the project's overall standards with very high mean score of 4.34 and standard deviation 1.29 which implies that there is strong evidence of existing of fact and heterogeneity responses. The overall view of respondents on performance of SAIP project was very high with mean score of 4.29 and the standard deviation of 1.16 which implies that there is strong evidence of existing of fact and heterogeneity response that on Performance of SAIP project was at very high extent.

4.3 Inferential statistics

This section helps to respond the third objective of this study which is to establish the relationship between project planning practices and SAIP project performance. To achieve this objectives spearman correlation and multiple linear regression methods are used.

4.3.1 Multiple linear regression analysis

Multiple linear regression analysis is used to determine whether resources planning such as human resources, financial resources, physical resources as independent variables have an impact on SAIP performance. The regression models were run to test whether the model is significant or not. The statistical significance was verified by the Coefficient (β), t-statistic and Prob. In addition, statistically significant relationship between the dependent variable and independent variable from the model were accepted at 5% significant level. The analysis applied the statistical package for social sciences (SPSS) to compute the measurements of the multiple regressions for the study. Based on the model summary, the coefficient of determination (R squared) shows the overall measure of strength of association between independent and dependent variables.

Table 6: Model Summary **(**how all variables contribute to project performance in general)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747[a]	.558	.549	.23940

a. Predictors: (Constant), human resources, financial resources and access to physical resources)

Source: Primary data, 2023

Findings established an R-squared value of .549. This means that when all independent variables are taken together, they gave an R-squared value of 0.549(54.9%). Thus, independent variables (human resources, financial resources and physical resources) taken together could account for up to 54.9% of the total variation in SAIP performance at 95% of confidence interval. The remaining 45.1% in the variation in women economic development could be explained by other factors not in the model. This means that in an ideal situation without interference from extraneous variables, the independent variables accounted for up to 54.9% of the total variance in SAIP performance. The model summary indicates that at 95% confidence level, information sharing in supply chain is a significant explanatory variable for any change in women economic development, the magnitude of which is explained by the coefficient of determination (R2). From the results project resources management explains

54.9% of any change in SAIP performance. The remaining 45.1% is explained by other factors not captured in this bi-variate model.

Table 7: ANOVA (Analysis of variance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.852	3	3.284	37.32	.000[b]
	Residual	7.794	88	.088		
	Total	17.646	91			

a. Dependent Variable: SAIP performance

b. Predictors: (Constant), human resources, financial resources and physical resources).

In order to examine on whether the data was good to fit for regression model, the ANOVA was undertaken and the data fit for, data was tested at 5% level of significance. Since from the Table 7, indicated an F-value of 37.32 is greater than the critical F (, v_1=3, v_2=92) = 2.65 and also because p-value calculated =0.000 is less than Critical p-value =0.05 level of significant. Therefore, this implies that project resources management such as: human resources, financial resources and access to physical resources), as independent variable are good predictors on SAIP performance.

Table 8: Regression coefficients

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.853	.269		3.174	.002
	Human resources	.404	.057	.449	7.127	.000
	Financial resources	.284	.059	.343	4.821	.000
	Physical resources	.106	.052	.141	2.041	.043

a. Dependent Variable: SAIP performance

Source: Primary data, 2023

The equation ($Y = \beta 0+\beta_1 X_1+\beta_2 X_2+\beta_3 X_3+ \varepsilon$) becomes:

SAIP performance = $0.853+0.404X_1+0.284X_2+0.106X_3$

The regression equation above has established that taking all factors into account (human resource, financial resource and access to physical resource) constant at zero, SAIP performance will be 0.853. The regression results revealed that human resources have significance positive effect on women economic development as indicated by β_1= 0.404, p-value=0.000<0.05, t=7.127. The implication is that an increase of one unit in human resources would lead to an increase in SAIP performance by 0.404 units. Organizations have

human resources policies that measure successful project and include reward schemes for staff motivation. This implies that most of the projects in the study played an important role in ensuring that staff allocated to project completed their assignments as an important aspect of project performance. This agrees with Mudalige (2015) who stated that it is crucial that there is a relationship between human resources management with project performance of INGOs in Nairobi County. However, the findings disagreed with Bratton and Gold (2007) found that human resources management does not significantly determine performance but through a good reward system might bring about a proliferation in the employees' productivity. Most of the respondents agreed that members received adequate and relevant training aligned with changing needs of the project and market. It was discovered that there existed incentive plans to award and recognize performing project team members to keep them motivated. Also, the performance of team members is being tracked regularly. The findings exposed the fact that human resources management contributes to successful completion of projects.

The regression results revealed that financial resources has significance positive effect on women economic development as indicated by β_2= 0.284, p-value=0.000<0.05, t=4.821. The implication is that an increase of one unit in financial resources would lead to an increase in SAIP performance by 0.284 units. The project team members suggested practical controls could be put in place by the project to ensure that it conform with planned budgets, use of sign offs to specific budgets, business cases and project contracts. Some respondents advised that some control committees can be established to manage budgets. The findings showed that many respondents agreed that financial auditing and reporting is conducted on ongoing project activities. It was discovered that financial resources contributed to successful completion of projects and contributes to project deliver on time.

The regression results revealed that access to physical resources has significant positive effect on women economic development as indicated by β_3= 0.106, p-value=0.043<0.05, t=2.041. The implication is that an increase one unit in physical resources would lead to an increase in SAIP performance by 0.106 units. This implied that most of the organizations in the study allocated equipment to project staff to ensure successful project implementation. Another implication is that organizations would ensure equipping resources are set aside for each project, thus ensuring the staff has necessary equipment to deliver projects. The study also revealed that Materials Management tool ensures that the right items are bought and made available to the manufacturing operations at the right time; materials procurement process ensures that raw materials are availed at the right place and sourced at the lowest possible cost The findings are in line with research by Jacobs et al., (2019), materials resource is a tool to optimize performance in meeting customer service requirements at the same time adding to profitability by minimizing costs and making the best use of available resources. This signifies that proper material resource management in the project will increase most in implementation of projects. The findings are in the line with coordinator of SAIP who stated that due to the adoption of inventory control, SAIP reduce wastes, production costs, but also to ameliorate the product quality, delivering materials on due time and date, the productivity is also optimized profitably. SAIP is able to decrease the stock levels and the production cycle time with the system

flexibility ". The findings from the interview guide by project manager reported that all material resources allocated are in use and that project output had been well defined. The study also found that project quality planning is being carried out effectively.

4.4. Hypotheses testing

The hypothesis was tested using multiple linear regressions. The rejection and acceptance criteria were based on a p-value of less than 0.05, where H0 would be rejected, and if the p-value was greater than 0.05, H0 would be accepted.

The first hypothesis stated that there is no significant relationship between human resources and SAIP performance. The regression coefficients for human resources ($\beta1 = 0.404$) and the p-value ($p = 0.0000$) were both less than the 5% level of significance. Therefore, the null hypothesis was rejected, and the findings disproved the hypothesis, indicating a positive and significant impact of human resources on SAIP performance ($\beta1 = 0.404$, $p < 0.005$).

The second hypothesis stated that there is no significant relationship between financial resources and SAIP performance. The regression coefficients for financial literacy ($\beta2 = 0.284$) and the p-value ($p = 0.0000$) were both less than the 5% level of significance. As a result, the null hypothesis was rejected, and the findings disproved the hypothesis, revealing a positive and significant effect of financial literacy on SAIP performance ($\beta2 = 0.284$, $p < 0.005$).

The third hypothesis stated that there is no significant relationship between physical resources and SAIP performance. The regression coefficients for monitoring activities ($\beta3 = 0.106$) and the p-value ($p = 0.043$) were both less than the 5% level of significance. Therefore, the null hypothesis was rejected, and the findings disproved the hypothesis, indicating a positive and significant effect of physical resources on SAIP performance ($\beta3 = 0.106$, $p < 0.05$).

5.0 Conclusion

Based on the results of this research, it can be concluded that there is a strong positive relationship between project resource management and SAIP project performance, specifically in terms of human, financial, and physical resource management. The regression analysis indicated that the significance values for these resources were all less than 0.05. Effective resource management plays a crucial role in achieving the goals of SAIP projects, such as improving the economy of project beneficiaries and enhancing food security. The study also found that human resources have a significant positive impact on SAIP project performance. Therefore, it is reasonable to conclude that efficient management of human, financial, and physical resources greatly influences project performance in terms of timely completion, cost reduction, satisfaction of project beneficiaries, and improved project outcomes. Sufficient financial resources should be made available and well-managed to ensure timely project activities and timely completion. Additionally, easy accessibility and proper monitoring of physical resources such as machinery and materials are essential to ensure efficient utilization and the use of quality materials in project execution.

6.0 Recommendations

Based on the study findings, the researcher suggests the following recommendations:

i. SAIP projects should prioritize equipping human resources through appropriate and ongoing training programs to ensure optimal performance.

ii. Effective financial resources management plays a crucial role in project management and execution. It is important to closely monitor the total costs and individual costs of different work packages within the project to ensure efficient resource utilization.

iii. The project scope should be utilized for estimating project costs. Estimating costs of individual activities based on the execution conditions will help generate accurate overall cost estimations.

iv. Project materials management should be given special attention in agricultural project planning to ensure projects are implemented within the designated time frame and budget.

v. Developing a comprehensive project schedule is essential. A well-defined schedule helps identify activities and their respective time frames, enabling the project to be completed on time.

vi. Regular checks and controls should be implemented to monitor the project schedule. This will allow for early detection of deviations, enabling timely decision-making and corrective actions to keep the project on track.

By implementing these recommendations, SAIP projects can enhance their performance, ensure efficient resource management, and achieve successful project outcomes.

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