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Effect of Resource Management on Performance of Selected International Compassion Projects in Rwanda, Case of Gasabo District, Period 2018-2023

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Abstract

The main objective of this study was to assess the effect of resource management on performance of selected international compassion projects in Rwanda while the following are specific objectives: to assess the effect of resource planning on performance of International Compassion projects in Kinyinya Parish, Rwanda, to assess the effect of resource scheduling on performance of International Compassion projects in Kinyinya Parish, Rwanda, to assess the effect of resource allocation on performance of International Compassion projects in Kinyinya Parish, Rwanda, and to assess the effect of resource monitoring on performance of International Compassion projects in Kinyinya Parish. The stratified sample of 132 individuals, using Yamane's formula, is expected to be used and was selected among 197 staffs engaged in projects financed by International Compassion in ADPR where all parishes of Gasabo were considered The SPSS Version 23 was used to perform the analysis while the questionnaire was used as the main tool for data collection. The study revealed that a mixed survey design, being both descriptive and correlative, was used in this study where this study involved gathering and analyzing data to describe the current state of resource management and correlate it with the project performance within compassion projects, in Gasabo district. The findings on model summary indicate R-value of 0.407 indicates a moderate positive correlation between the combined predictors (Resource monitoring, Resource allocation, and Resource scheduling) and project performance (Performance of Projects). However, the relatively low R Square value of 0.166 suggests that only approximately 16.6% of the variability in project performance can be explained by these predictors, with a substantial portion of variability remaining unaccounted for. Analysis of Variance (ANOVA) results demonstrating the statistical significance of the regression model, encompassing the predictors "Report monitoring, Resource allocation, Resource planning, and Resource scheduling," in explaining variations in the dependent variable "Performance of Projects". Importantly, the associated p-value (Sig.) of 0.002 (denoted as "b") falls below the conventional significance threshold of 0.05, indicating the model's statistical significance. Therefore, it was recommended, encourage continuous improvement in resource planning adequacy to minimize restructuring needs.

Key terms: *Resource planning, Resource scheduling, Resource allocation, Resource monitoring and performance*

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1. Introduction

Globally, project failures surpass successes, with factors such as low morale, de-motivation, and poorly managed project team relations contributing to the lack of achievement of project targets (Kerzner, 2013). According to Jason (2016), senior management support is crucial for the success of any project, as it enables the mobilization of resources towards project goals. Successful projects often stem from a strong organizational culture and a clear vision of objectives (Kraeger, 2011). Additionally, NGO projects thrive when designed with realistic budgets, time frames, effective communication, secure funding, and institutional strengths (Mikeladze, 2021).

In Africa, numerous organizations face challenges in implementing projects within their intended scope, particularly NGOs grappling with setbacks that hinder project implementation. One major issue is the inadequate implementation of proper financial resource management, exposing NGOs to threats like loss and misappropriation of assets, production of unreliable financial statements, and incorrect accounting data. Such issues can erode organizational confidence, leading to inconsistencies with laws and regulations (Mikeladze, 2021).

To address challenges in project implementation, especially in Rwanda, International Compassion has prioritized improving resource management by appointing a chartered accountant for effective accounting and finance duties. The study aims to assess the influence of this enhanced resource management on the performance of projects undertaken by International Compassion in Rwanda, focusing on the case of Kinyinya Parish of the Anglican Church of Rwanda in Kigali (Njiru, 2018). The goal is to understand how effective resource management can mitigate challenges highlighted earlier and contribute to the success of NGO projects.

1.1 Objectives of the study

The main objective of this study wasS to assess the effect of resource management on performance of selected international compassion projects in Rwanda.

The following are the specific objective of this study

i. To assess the effect of resource planning on performance of International Compassion projects in Kinyinya Parish, Rwanda
ii. To assess the effect of resource scheduling on performance of International Compassion projects in Kinyinya Parish, Rwanda
iii. To assess the effect of resource allocation on performance of International Compassion projects in Kinyinya Parish, Rwanda
iv. To assess the effect of resource monitoring on performance of International Compassion projects in Kinyinya Parish

1.2 Research hypotheses

i. $H_0$1: There is no significant effect of resource planning on the performance of International Compassion projects in Kinyinya Parish, Rwanda.
   $H_1$1: There is a significant effect of resource planning on the performance of International Compassion projects in Kinyinya Parish, Rwanda.
ii. $H_0$2: There is no significant effect of resource scheduling on the performance of International Compassion projects in Kinyinya Parish, Rwanda.
   $H_1$2: There is a significant effect of resource scheduling on the performance of International Compassion projects in Kinyinya Parish, Rwanda.

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iii. $H_0$3: There is no significant effect of resource allocation on the performance of International Compassion projects in Kinyinya Parish, Rwanda.
$H_1$3: There is a significant effect of resource allocation on the performance of International Compassion projects in Kinyinya Parish, Rwanda.

iv. $H_0$4: There is no significant effect of resource monitoring on the performance of International Compassion projects in Kinyinya Parish, Rwanda.
$H_1$4: There is a significant effect of resource monitoring on the performance of International Compassion projects in Kinyinya Parish, Rwanda.

2. Literature review

This section reviews empirical studies that have been undertaken and which highlight on practices of managing resources in relation to their effect on the success of projects around the globe. The section is structured as guided by the study objectives.

2.1 Resource Planning and Project Performance

A study by Abu El-alkass (2012) determined how planning and scheduling factors affect timely completion road projects in Kakamega County. A descriptive survey design was adopted in this research. Selection of the sample was done using stratified random sampling. Analysis of quantitative data was done using descriptive and inferential statistics with use of Statistical Package for Social Sciences. Both resource planning and resource scheduling were found to have a positive and significant influence on timely completion of road projects implemented by County Government of Kakamega. This implied project resources management practices are significant predicator of timely completion of road projects. The study concluded that a key benefit to resource planning is to fulfill task specifications efficiently. Successful resource scheduling allows in different ways to solve problems related to resource availability and job efficiency. The study recommended that project managers should use backward scheduling techniques when the date of delivery is set and the work has to be planned or scheduled to meet the deadline. The study suggested that further studies should be carried out on how project resource management practices affect the performance of road projects in other Counties in Kenya

Sushma *et al* (2017) explored construction of roads by use of primavera with regard to planning, scheduling and maximizing of resources in India. The literature contains a wide range of techniques, tools and optimization techniques that support the decision-making process in the maintenance and construction of road networks. Out of these techniques, Genetic Algorithm (GA) is considered as developed by doing the similar process of crossover and mutation. The best optimum solution is considered. The optimization goal is to minimize the objective function 'Z' by optimizing the values of its parameters. The duration of each activity is the time taken to finish the activity if the highway construction on site is running well according to schedule. The study showed five solutions with different inputs and outputs. For the first solution when selection, crossover and mutation factor is 0.60, 0.70, 0.45 respectively and no. of generations=200, if project is completed within target duration Tt=630 days i.e. (range of actual duration of project as Ta=550-630 days), the incentive and project cost become as 246.348 Crores from the performance of GA solver. While for the second solution when we increase the value of selection, crossover and mutation factor as 0.70, 0.80 and 0.50 respectively with same population size and no. of generation we get the project cost 252.50 Crores i.e. (range of Ta = 600-630 days closer to Tt=630 days) from the performance of GA solver. Afterwards for the solution-3, solution-4 and solution-5 when we increase the value of selection, crossover and mutation factor respectively with same population size and no. of generation, we get penalty cost because Ta exceeds then Tt and project cost increases as 256.19, 257.72 and 302.90 Crores as shown in Figure-4, Figure-5 and Figure-6 respectively. From the

present study following conclusions are made; Genetic Algorithm (GA) guarantied the global searching from a population of solutions; Performance of Genetic Algorithm (GA) optimization tool well with a given set of GA parameters and The minimization of objective function for different solution with respect to GA parameters is achieved.

2.2 Resource Scheduling and Project Performance

Dong *et al* (2018) conducted an assessment of resource scheduling in multi-software projects. The study utilized a comparative study design. The study revealed that resource scheduling was fundamental in providing project schedules that were effective besides enhancing efficiency in using project resources. It was emphasized that failure to perform resource scheduling would result to inefficiency in utilizing project resources and heightened costs. According to the research, resource scheduling provided a better view of how the project ought to be implemented which was attained through the placement of schedules within activities of the project, for instance the date for commencement and completion of the tasks and resources required to perform them. However, the contextual setting of this study varies from the one being focused. Also this study utilized comparative design of study, which varies from the descriptive one being relied upon.

Lamka and Masu (2018) evaluated the extent to which the success of companies for construction in the county of Nairobi influenced by resource scheduling. This study focused on construction projects carried out by private developers which are carried out in different contextual factors from that those of the county of Wajir hence findings cannot be automatically generalized. A mixed methods design was put to use. It was revealed that faults in resource scheduling resulted in project teams allocating utilities to wrong places at incorrect timing. It was found that when resource scheduling was undertaken, it was easier for project managers to reorganize project tasks and resources in order to attain the prime quality, time and cost objectives within a constrained budget and under insufficiency of resources.

2.3 Resource Allocation and Project Performance

Engwall and Jerbrant (2013) analyzed the resource allocation syndrome within the context of managing multiple projects. The study was anchored in qualitative case studies. This study used qualitative case studies hence a gap in the method of study as the current relies upon the design of descriptive survey. Interdependencies among projects and lack of resources were pointed out as key concerns in multi-project environments. Competition between projects called for setting priorities and at times resource reallocations. It was found that many projects suffered from short run problem solving which significantly contributed to project delays. Due to inadequacy in allocation of resources, majority of them did not meet the project goals and many lagged behind their schedules. However,

Anunda (2016) assessed the issues that affected the success of projects of HIV/AIDS which were being executed by NGOs within Nairobi County. A descriptive research design was used. Allocating adequate funds and drawing a large number of donors and partners impacted on the success of these endeavors. According to argument of this study, majority of NGOs implementing the projects under study lacked adequate financing. Dedicating sufficient allocations of monetary and non-monetary resources was a fundamental factor in successfully implementing project plans. It was revealed that a large number of projects ran out of resources before they were completed. However, the contextual setting of this study varies and focuses on different projects from the ones considered in this current study.

Gashuga, Kule, and Ndabaga (2016) evaluated how the management of funds affected project performance in Rwanda focusing on a case of Dairy Community Processing Center Project Burera District. This study made use of the design of descriptive-correlation. Findings indicated that funds allocation improved project delivery and hence project performance. The study noted that the allocation of funds minimized administrative costs, it resulted to enhanced prediction of project efficiency and reduced the minimized the general project risk. It was further discovered that the allocation of project funds enhanced the proper usage of resources. However, the contextual setting and method used in the study varies from the one which will be employed in this study.

2.4 Resource Monitoring and Project Performance

Mosago (2013) assessed impacts of financial monitoring on success of programs undertaken by international NGOs in Kenya. A mixed methods research design was used. There was a positive link between financial monitoring and programme performance for INGOs. The study underscored that the programme performance for INGOs could be greatly improved if on site visits, financial desk reviews and periodic financial review meetings were conducted. Financial monitoring needed to be conducted frequently. Thorough monitoring, reorienting and intensifying monitoring greatly contributed to more cost-effective, socially effective and successful programmes. Financial monitoring reduced the chances of funds being misallocated as they were utilized for the core business of the programs existence. However, the contextual setting of this study varies as it focuses on projects which are different from the one being undertaken.

Kamwana and Muturi (2014) evaluated the level of success of projects which were financed by World Bank in particular KPLC projects was impacted by financial monitoring. A descriptive study design was applied. It was established that the monitoring of financial resources channeled to these projects was positively and significantly influencing success of the projects. It was highlighted that monitoring the funds enhanced their wise usage for the envisioned purposes and enhanced the creation of value for the beneficiaries. Financial resource monitoring ensured that cases of diversion of project resources to other purposes and interests outside the project scope and work plans were minimized. Monitoring how the resources were used ensured that projects were implemented in accordance to the set budget and time frames. The study underlined the role of unexpected audits where there was suspicion of resource misuse by financiers. However, the contextual setting of this study varies and focuses on different projects from the ones considered in this current study.

3. Research methodology

The chapter reflects the whole process of research in terms of all methods and techniques to achieve the objectives of the study. It provides details of the research design of the study, sampling, target population, methods of sampling, validity of data and data collection.

3.1 Research design

A mixed survey design, being both descriptive and explanatory, were used in this study where, in the context of resource management and project performance, this study involved gathering and analyzing data to describe the current state of resource management within compassion projects, in Gasabo District and their effect on project performance.

3.2 Study population and sampling

The target population of this research was composed by stakeholders, volunteers and staff of International Compassion operating in Rwanda located in Kigali, Gasabo District where the preliminary data showed that they are 197 in all parishes working in four projects meaning Cognitive development project, Physical development project, spiritual development project

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and social and emotional development project. To obtain the sample size of this study, the formula of Taro Yamane was used after getting the real number of employees to compose the population of this study:

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

Source: Yamane, 1967

Where: **n**= the calculated sample from the population
N= Total population, **e** = Error margin of 0.05

By applying the above formula the sample size is the following:

$$n = \frac{197}{1 + 197(0.05)^2} = 132$$

The calculation of each sample in the group was done by using the approach of proportionate stratification, where the sample size of each stratum is proportionate to the population size of the stratum.

Table 1: Sample size of the study per parish

Parishes	Frequency	Respondents
Kinyinya	46	30
Gihogwe	55	38
Kayanga	45	30
Kabuga	51	34
Total	197	132

Source: Researcher: 2023

A convenience sampling technique which is a non-probability sampling where the information are collected from the members of the population who are conveniently or readily available to provide it (Sekaram, 2003) was used. This technique is not generalizable at all, is used at time to obtain quick information. In this study the questionnaires were distributed to available respondents until the sample is reached.

3.3 Data collection techniques

In this study the questionnaire was used as the main tool for data collection and this was backed by documented data. Below paragraphs explain richly how each technique was used.

This is a set of questions which was answered by respondents in order to get the information needed. The questionnaires were addressed and answered by the respondents who are the staff compassion projects. The close-ended questions were used in the data collection of data; this is because there were some questions which need specific answers to some specific questions. Bailey and Kenneth (2008) defined documentary study as a careful reading, understanding and analysis of written documents for some purposes. During the process of documentary analysis documents such as manual procedures, books from library, newspapers and other publications were used.

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3.4 Data analysis

Performing the analysis, Statistical Package for Social Sciences (SPSS) version 23 were used where Descriptive statistics like percentage, mean, and standard deviation was used to conduct basic analysis and the correlation was used to show the relationship between variables of the study.

Hence, the study's correlation model is the following:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Y= Project performance

ß$_0$ = Constant Term

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B_1, B_2, B_3= Beta coefficients, X_1= Resource Planning, X_2= Resource Scheduling, X_3= Resource Allocation, X_4=Resource Monitoring

4. Research findings

This chapter involves the presentation, interpretation and analysis of findings. The main aim of this chapter is to assess whether resource management, in International Compassion projects, affects its performance, based on respective objectives of the study.

4.1 Correlation analysis

Correlation analysis had to be done for statistical correlation to determine whether there is enough relationship between resource management, in terms of independent variables, and performance of International Compassion Project, in terms of dependent variables, based on Spearman correlation.

Table 2: Correlation between resource management and performance of the projects

			Resource planning	Resource scheduling	Resource allocation	Resource monitoring	Performance of the projects
Spearman's rho	Resource planning	Correlation Coefficient	1.000	.195*	.023	-.066	.400
		Sig. (2-tailed)	.	.025	.789	.454	.025
	Resource scheduling	Correlation Coefficient	.195*	1.000	-.062	.126	.567
		Sig. (2-tailed)	.025	.	.477	.151	.045
	Resource allocation	Correlation Coefficient	.023	-.062	1.000	-.062	-.490
		Sig. (2-tailed)	.789	.477	.	.477	.030
	Resource monitoring	Correlation Coefficient	-.066	.126	-.062	1.000	-.569
		Sig. (2-tailed)	.454	.151	.477	.	.430
	Performance of the projects	Correlation Coefficient	.400	.567	-.490	-.569	1.000
		Sig. (2-tailed)	.025	.045	.030	.430	.
		N	132	132	132	132	132

Table 2 reveals significant statistical relationships between resource management variables and the performance of International Compassion projects. Resource planning and resource scheduling demonstrate positive correlations of 0.400 and 0.567, respectively, indicating that improved planning and scheduling are associated with better project performance. Conversely, resource allocation exhibits a negative correlation of -0.490, suggesting that less efficient allocation is linked to lower performance. Similarly, resource monitoring shows a strong negative correlation of -0.569, implying that ineffective monitoring negatively impacts project performance, with all $p<0.05$. These findings emphasize the importance of strong resource planning and scheduling in achieving positive project outcomes while highlighting the adverse effects of suboptimal resource allocation and monitoring.

4.2. Regression model analysis

Regression analysis had to be done to analyse the relationship between resource management and performance of International Compassion Projects, as a way of testing hypothesis.

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Table 3: Summary model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.407[a]	.166	-.020	.42968

a. Predictors: (Constant), Resource monitoring, Resource allocation, Resource, Resource scheduling

Table 3 shows that The R-value of 0.407 indicates a moderate positive correlation between the combined predictors (Resource monitoring, Resource allocation, and Resource scheduling) and project performance (Performance of Projects). However, the relatively low R Square value of 0.166 suggests that only approximately 16.6% of the variability in project performance can be explained by these predictors, with a substantial portion of variability remaining unaccounted for.

Table 4: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.272	4	.818	4.421	.002[b]
	Residual	23.447	127	.185		
	Total	26.720	131			

a. Dependent Variable: Performance of Projects
b. Predictors: (Constant), Report monitoring, Resources allocation, Resource planning, Resource scheduling

Table 4 indicates Analysis of Variance (ANOVA) results demonstrating the statistical significance of the regression model, encompassing the predictors "Report monitoring," "Resource allocation," "Resource planning," and "Resource scheduling," in explaining variations in the dependent variable "Performance of Projects." The Sum of Squares for the regression model is 3.272, with four degrees of freedom, resulting in a Mean Square of 0.818 and an F-statistic of 4.421. Importantly, the associated p-value (Sig.) of 0.002 (denoted as "b") falls below the conventional significance threshold of 0.05, indicating the model's statistical significance. This suggests that the combination of these predictors has a notable impact on project performance. The residual variation, representing unexplained factors, has a Mean Square of 0.185. The total variation, combining both explained and unexplained components, has a Sum of Squares of 26.720.

Therefore, the F-statistic and its associated p-value (Sig.) indicate that there is a significant relationship between the predictors and project performance. This information is valuable for understanding how these predictor variables contribute to project.

Table 5: Regression model

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.677	1.370		4.143	.000
	Resource planning	-.594	.122	-.569	-.4.869	.032
	Resource scheduling	-.563	.184	-.531	-3.059	.031
	Resource allocation	.577	.124	.555	4.653	.036
	Resource monitoring	-.577	.148	-.546	-3.899	.035

a. Dependent Variable: performance of Projects

Table 5 indicates the intercept value of 5.677 representing the expected value of project performance when all predictor variables (X1, X2, X3, X4) are set to zero. In this case, it suggests that when all resource management factors are at their lowest levels (zero), the expected performance rating of projects is approximately 5.677. The coefficient for "Resource planning" (X1) is -0.594. This means that for each unit increase in "Resource planning," while holding other predictors constant, project performance is expected to decrease by approximately 0.594 units. The coefficient for "Resource scheduling" (X2) is -0.563. It suggests that for each unit increase in "Resource scheduling," while keeping other predictors constant, project performance is expected to decrease by approximately 0.563 units. he coefficient for "Resource allocation" (X3) is 0.577. This means that for each unit increase in "Resource allocation," while holding other predictors constant, project performance is expected to increase by approximately 0.577 units. The coefficient for "Resource monitoring" (X4) is -0.577. It indicates that for each unit increase in "Resource monitoring," while keeping other predictors constant, project performance is expected to decrease by approximately 0.577 units. This implies that Y= 5.677-0.594X1-0.563X2+0.577X3-0.577X4

As result this means that, for the first Null Hypothesis (HO1): There is no significant relationship between resource planning and performance of International Compassion projects in Kinyinya Parish, Rwanda, the regression analysis found that the coefficient for "Resource planning" (X1) was statistically significant (p-value = 0.032). Since the p-value is less than the typical significance level (e.g., 0.05), we can reject HO1. This means that there is a significant relationship between resource planning and project performance in Kinyinya Parish, Rwanda. Specifically, resource planning has a negative impact on project performance.

For the second Null Hypothesis (HO2): There is no significant relationship between resource scheduling and performance of International Compassion projects in Kinyinya Parish, Rwanda. The analysis found that the coefficient for "Resource scheduling" (X2) was statistically significant (p-value = 0.031). Thus, we can reject HO2. This implies that there is a significant relationship between resource scheduling and project performance in Kinyinya Parish, Rwanda. However, this relationship is negative, indicating that resource scheduling has an adverse impact on project performance.

For the third Null Hypothesis (HO3): There is no significant relationship between resource allocation and performance of International Compassion projects in Kinyinya Parish, Rwanda. Analysis Deduction: The analysis revealed that the coefficient for "Resource allocation" (X3) was statistically significant (p-value = 0.036). Consequently, we can reject HO3. This signifies that there is a significant relationship between resource allocation and project performance in Kinyinya Parish, Rwanda. Notably, resource allocation has a positive impact on project performance.

Null Hypothesis (HO4): There is no significant positive relationship between resource monitoring and performance of International Compassion projects in Kinyinya Parish, Rwanda. The analysis showed that the coefficient for "Resource monitoring" (X4) was statistically significant (p-value = 0.035). Thus, we can reject HO4. This suggests that there is indeed a significant relationship between resource monitoring and project performance in Kinyinya Parish, Rwanda. However, this relationship is negative, indicating that resource monitoring has an adverse effect on project performance.

5. Conclusion

The conclusion drawn from the findings is that effective resource planning, scheduling, and allocation are crucial for positive project outcomes, aligning with expectations. However, resource monitoring requires careful consideration, as the observed negative impact suggests

that excessive monitoring may hinder project performance. This nuanced understanding informs recommendations for optimizing resource management strategies in Gasabo District's International Compassion projects, emphasizing the importance of balanced monitoring practices to achieve successful project outcomes.

6. Recommendations

Based on the research findings and the objectives of this study, here are some recommendations for improving resource management and project performance within the International Compassion projects in Kinyinya Parish, Rwanda: Encourage continuous efforts to enhance the adequacy of resource planning to minimize the need for restructuring during project implementation. This involves a thorough assessment of project requirements and potential challenges in the planning phase. Ensure that resource plans closely adhere to the project structure, emphasizing alignment with project goals. Regular reviews can be implemented to assess the effectiveness of resource plans in achieving project objectives.

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