



INFLUENCE OF RESOURCE MANAGEMENT IN IMPLEMENTATION OF PROJECTS IN RWANDA

A CASE OF RURAL WASH PROJECT IN GICUMBI DISTRICT

NYAMUNIGA Nancy

Email: nancynya3@gmail.com
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Corresponding author: Dr. Kalimba Peter

ABSTRACT

The dissertation entitled “Influence of resource management in implementation of projects in Rwanda, a case of Rural Wash Project in Gicumbi District” was guided by the following objectives: to determine the influence of Human resource management in implementation of Rural Wash Project; to establish the influence of financial resource management practices in implementation of Rural Wash Project; to investigate the influence of time resource management practices in implementation of Rural Wash Project and to assess the influence of material resource management practice in implementation of Rural Wash Project. The sample size which was used in the study is 67. The researcher used universal sampling to select 67 employees. The study used quantitative and qualitative approaches where questionnaire, interview and documentary review were used as methods of data collection. The variables were subjected to Descriptive and inferential statistics such as multiple linear regressions to analyze data. The findings revealed that there is significant high positive correlation between Human resource management and implementation of Rural Wash Project at ($r=0.651^{**}$, $p\text{-value}=0.000<0.01$). This implies that an increase in human resource

management leads to the positive change in implementation of rural wash project in Gucumbi and revealed that human resource management have significance positive effect in implementation of Rural Wash Project as indicated by $\beta_1= 0.267$, $p=0.012<0.05$. The results revealed that there is significant moderate positive correlation between financial resource management and implementation of Rural Wash Project at ($r=0.609^*$, $p\text{-value}=0.000<0.01$). This implies that an increase in financial resource management leads to the positive change in implementation of rural wash project in Gucumbi and indicated that financial resource management have significance positive effect on implementation of Rural Wash Project as indicated by $\beta_2=0.218$, $p=0.025<0.05$). The findings also revealed that there is significant high positive correlation between time resource management and implementation of Rural Wash Project at ($r=0.729^{**}$, $p\text{-value}=0.000<0.01$). and also indicated that time resource management have significance positive effect on implementation of Rural Wash Project as indicated by $\beta_3= 0.243$, $p=0.002<0.05$). The results indicated that there is significant moderate positive correlation between

material resource management and implementation of Rural Wash Project at ($r=0.585^{**}$ p -value= $0.001<0.01$) This implies that an increase in material resource management leads to the positive change in implementation of rural wash project. The results indicated that material resource management has significance positive effect on implementation of Rural Wash Project as indicated by $\beta_4= 0.411$, $p=0.003<0.05$). The implication is that an increase of one unit in material resource management would lead to an increase in implementation of rural wash project by 0.243 units. Hence, the study recommended that the management of Rural WASH project should be encouraged to give priority on the material resource management of their projects since it will support them achieve project success implementation. The study also recommended that the management should be realistic about the project scope, timelines and resources and offer support to ensure projects succeed.

Key words: resources, resources management, project, implementation

1. INTRODUCTION

In the globalization era, the changing global market competitiveness has created new challenges for organizations as well as individuals (Amade, Ogbonna & Kaduru, 2016). For organizations to maintain or create competitiveness it is necessary to have sufficient finance resources and also to build, retain their skilled and talented human resources. Many previous empirical studies have established a linkage between project resources management practices on

successful project implementation (Cheluget & Morgo, 2017)

In organizational studies, project resource management is the efficient and effective development of an organization's resources when they are needed. Such resources may include financial resources, human skills or information technology (Jannis & Neboom, 2012) project success implementation involves organization of firm's resources and motivation of the staff to achieve goals. Successful implementation is about working together and sharing information with each other (Hayton, 2015).

Koyi, et al. (2021), argued that the adoption of advanced resource management methods ensures effective and reasonable allocation of the finite resources and that their ratios of use are increased. According to Pinha and Ahluwalia (2019), poor management of resources result to an overrun of costs and slippage in schedule in most projects of public infrastructure and also argued that dynamic resource allocation plays a critical role in modern project scheduling approaches.

According to Salunkhe and Patil (2020), project resources play a vital role in projects implementation. Resources requirement

within a project include but not limited to unskilled labor, skilled labor, management, tools, equipment and finances. Proper utilization of internal and external resources is mandatory. Most construction project in USA suffered from underutilized resources which were attributed to lack of detailed and thorough planning and absurd decision making in site management. Salunkhe and Patil (2020), emphasized that failure to perform resource scheduling would result to inefficiency in utilizing project resources and heightened costs and also argued that 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

In Rwanda, the achievement of Rwandan government projects is until today facing many challenges due to the weakness found in procuring entities' procurement systems. The main challenges are related to the projects resources management which are illustrated by different problems that arise during the projects implementation and their related contracts management, among which the financing problems come on the first place, the

poor project resource management results from badly done projects studies which use the biggest portion of the national budget (Umulisa, & Shukla,2015). There have been projects which were abandoned without being completed and others took longer execution period than the planned ones. Hence, this study seeks to investigate the influence of project resource practices on project implementation in Rwanda with reference of Rural Wash Project in Gicumbi District.

2. Statement of the problem

The survival of organizations in a global economy, will need to utilize all the available resources to achieve a competitive advantage. Financial, material resource and human resource such as ability, skills and motivation must be aligned with the needs of the organization to improve performance and implementation of project (Pickles *et al*, 2017). The NGO sector, one of the dynamic sectors in Rwanda has seen continued growth despite the many challenges due to the nature of operation which is 'not-for-profit' thereby requiring proper Resource Management practices like human resource management, time resource management and financial resource management to be put in place to enhance effective project execution and performance. However, there

has been little research that reveals how effective management of resources (people, time, finances and technology) contributes to project success in the area of water and sanitation project in Rwanda (MINIRENA, 2014). The current knowledge on this subject is inadequate in relation to understanding the factors enabling the success of projects in different organizational conditions. Hence, this study investigates the influence of human, financial, time and materials resources planning in different stages of project management that seems to be required for the implementation of Rural Wash Project in Gicumbi District.

3. Objectives of the study

1. To determine the influence of human resource management in implementation of Rural Wash Project SAIP Project;
2. To establish the influence of financial resource management in implementation of Rural Wash Project;
3. To investigate the influence of time resource management in implementation of Rural Wash Project

4. To assess the influence of material resource management in implementation of Rural Wash Project.

4. LITERATURE REVIEW

4.1. Theoretical framework

This study is based on theory of project resource planning and project performance. The key theory namely agency theory and resource dependence theory are discussed below:

. Resource dependence theory

Resource dependence theory was developed by Pfeffer and Salancik in 1978. The theory describes projects as being exposed not only to internal but also to external contingencies. The contingencies arise because projects depend on resources of its environment which are necessary for project organization to exist and excel in successful completion of projects. External factors are able to control these resources to a certain degree which can influence the behavior of project team members and build external dependence. To increase control of power over resources and ensure successful completion of projects, project organizations try to minimize their own dependence or increase the dependence of others on themselves (Ulrich and Barney, 2010). In doing so, resources dependence theory

proposes theoretically and empirically that project organizations concentrate more on resources which are critical for their long-term survival (Jawahar and McLaughlin, 2001).

Strengths of Resource dependence theory explaining the actions of organizations, by forming interlocks, alliances, joint ventures, mergers and acquisitions, in striving to overcome dependencies and improve an organizational autonomy and legitimacy while the weaknesses of resources dependence theory is one of many theories of organizational studies that characterize organizational behavior, it is not a theory that explains an organization's performance. But still in many ways, resource dependence theory predictions are like those of transaction cost economics. The weaknesses of resources dependence theory are that its prescriptions are intertwined with its theoretical predictions. The implication of resources dependence theory in this study is that management of project should concentrates on how a project organization can manage resource dependence such as human resource, financial resource; time resource and material resource 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. Where boards can provide a firm access to scarce, valuable and non-replicable resources, it can become a variable resource, particularly when compared to a board that focuses mainly on monitoring and minimizing agency costs. Thus, a board's capabilities may be valuable resources that cannot be easily duplicated or substituted and so may provide the project with a distinct competitive advantage.

Theory of Constraints

The theory of constraints is a set of management tools created by Eliyahu Goldratt in 1984. The theory is applicable in many areas including project management and performance measurement among many others (Blackstone, 2010). The theory helps organizations to identify the most important constraints or bottlenecks in their processes and systems and dealing with them in order to improve performance. According to Goldratt (2004), the project implementation is dictated by constraints present in processes and systems. Constraints are restrictions that hinder the project from maximizing its performance and achieving its goals and objectives (Goldratt, 2004). He

states that constraints can involve policies, financial, equipment, information, supplies or even people, and can be either internal or external to an organization.

Theory of constraints can be applied in conjunction with other management techniques such as total quality management and risk management to ensure a comprehensive set of techniques that ensure continuous improvement in all areas of operation in an organization (IMA, 1999). The theory is based on five steps which include: identifying the system's constraints that limit progress toward the goal, exploiting the most important constraint, subordinating everything else to the decision made by managing the system's policies, processes and resources to support the decision, elevating the constraint by adding capacity or changing the status of the original resources to increase the overall output of the constraining task or activity, and finally going back to step one and identify the next most important constraint (Steyn, 2002). The five steps in applying the theory of constraints enable an organization's management to remain focused on the most important constraints in their systems. Theory of constraints is applicable in many aspects of project

management. Monitoring and evaluation is done throughout the steps on the theory of constraints in order to record information regarding the progress of managing the constraints.

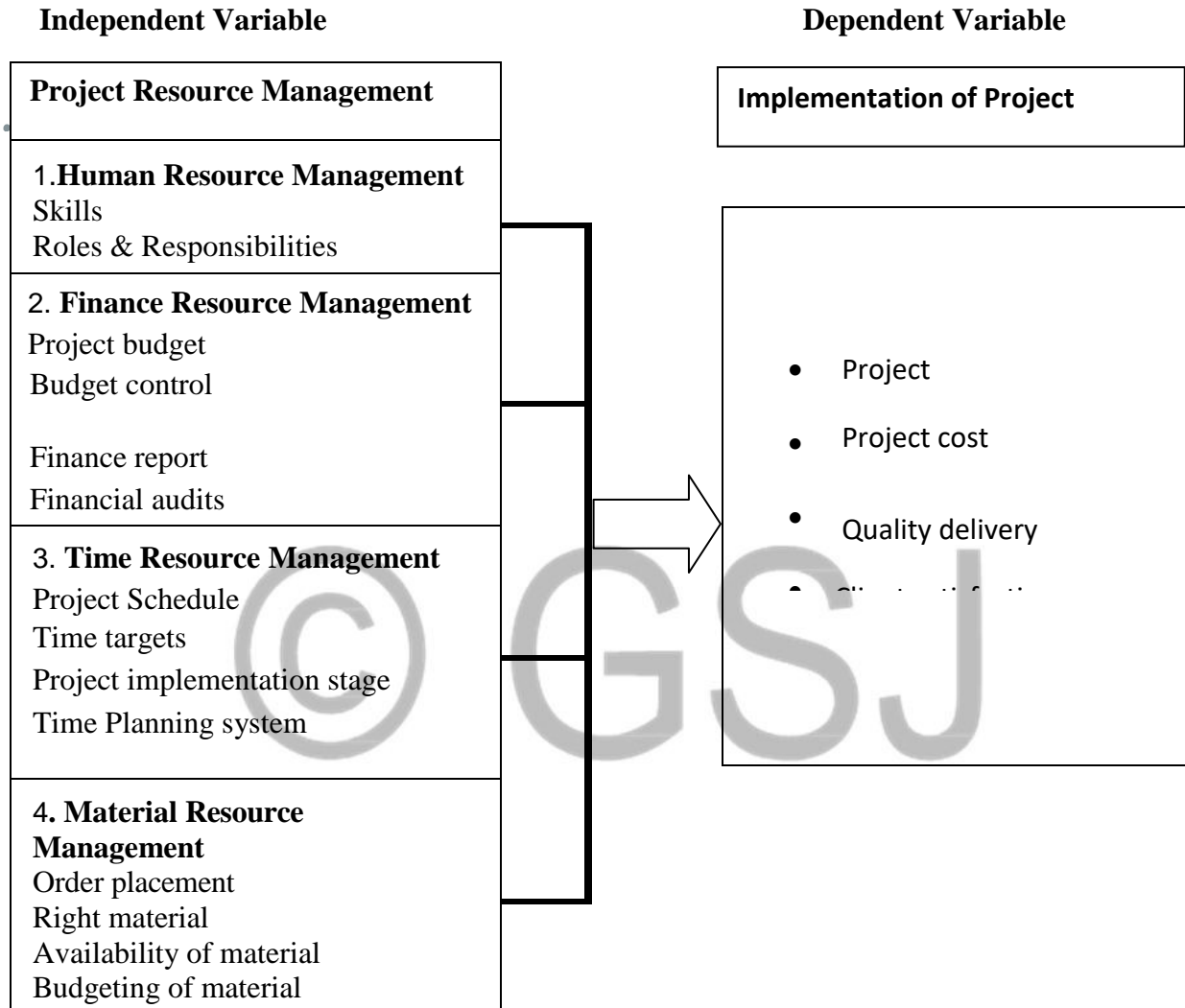
Any project risk might be or could become a constraint (Steyn, 2002). In most cases, risk events that are initially not considered as posing the highest risk are neglected. Often, this may result in a risk event that was initially considered as not being critical becoming the most important constraint. Once a risk event has been identified as important or critical, the focus is to eliminate the risk or reduce either the probability of its occurrence or its impact to a level where it would not be critical anymore (Steyn, 2002). Project leadership is critical in executing the theory of constraints. It involves managing project schedules to ensure projects are completed on time and within the scope and budget (IMA, 1999). Managing constraints requires project leaders to coordinate their project teams in order to minimize the effects of constraints effectively.

Stakeholder participation is important in any project or organization as they contribute to decision-making to enhance the quality of products and services. In the course of executing a project, stakeholder needs could be expected to change, which leads to changes in scope of the project (Steyn, 2002). This may become a constraint that need to be managed in order to achieve objectives. Sometimes certain scope changes could be limited depending on the urgency of the process. This is especially applicable in Rural Wash Project where changes in project resource such as cost of material, human resource and financial resource can be a burden to the project implementer and can have direct negative influence in the successful implementation of project

4.2. Conceptual framework

For this study, four facets; human resource management practices, financial resource management practices, time resource management practices and Material resource management are considered as indicators of independent variable while project implementation within project time, cost, quality delivery and client satisfaction as indicators of dependent variable that is affected by the independent variable

Figure 1: Conceptual framework



Source: Researcher compilation, (2021)

5. MATERIALS AND METHODOLOGY

5.1. Research Design

This study adopted a descriptive research design and analytical research design. Descriptive research design was used because it allowed the researcher to study phenomena and not to manipulate variables as noted by Kombo & Tromp (2006). Borrowing from Kothari (2011)

descriptive research is a self-report study which requires the collection of quantifiable information from the sample. Descriptive research design was useful in describing the project resource management practices such as human resource management practice, financial resource management practices, time resource management and material resource management practices, also descriptive research design was useful in describing the level of implementation of Rural Wash Project in term of timescale of performance of project, quality services delivery, cost Performance, project sustainable outcome and stakeholder satisfaction. The study also used analytical research design to establish the relationship between project resource management and implementation of Rural Wash Project.

5.2. Population of the study

Target population describes all members of a population with common traits. Based on the recommendations of Kothari (2011) in defining the unit of analysis in any study and describing target population as total items about which information is desired. Based on the nature of this study, the population of this study is heterogeneity which comprise of 67 employees of Rural Wash Project

5.3. Sample size

A sample is defined as a subset of the population. It comprises some members selected from the population (Kothari, 2011). According to Amin (2005) when the population is less than 100, the researcher compiled the whole population as sample size. Therefore, the sample size of this study was 67 employees of Rural Wash Project

5.4. Data collection instruments

The researcher therefore compounds the use of questionnaire in the process of collecting primary data.

Questionnaire

The questions were designed in such a way as to elicit answers to all pertinent issues to provide solution to the research problem. The data was collected based on Project resource management such as human resource, financial, time and Material resource management used by Rural Wash Project and the questionnaires were prepared based on level of implementation of Rural Wash Project in term of timescale of performance of project, quality services delivery, cost Performance, project sustainable outcome and stakeholder satisfaction. The instrument contains questions that facilitate collection of data relative to objectives of the study. Regarding the study objectives (or

variables) the questions were on a five-point Like scale to measure the level of agreement or disagreement and open-ended questions to elicit more answers and generate qualitative data. The research designs one questionnaire for employees of Rural Wash project.

Interview

The researcher carries out a direct conversation with project manager of Rural WASH project in Gicumbi. Interview helped the researcher to document in-depth information on the project implementers thoughts, opinions, and feelings. Appointments for interview with respective officer was not made in advance, but rather depended on the availability of ample time interviewee could get within their tight schedules at work.

5.5. Reliability and validity of the measurement instruments

Before data collection it is important to test for reliability and validity of research instruments as shown in the section below.

Validity of the measurement instrument

This is the extent to which a test measures what we actually wish to measure. Test Validity shows the extent to which a hypothesis is measured accurately what it intends to measure (Sekaran, 2010). The questionnaire was validated by discussing it with four randomly selected senior managers. Further, with the help of the supervisor their views were evaluated and incorporated to enhance content and face validity of the questionnaire. After correction made by supervisor, the researcher conducted small-scale preliminary study to evaluate validity of research instruments. The pilot study was made to 7 employees of water supply projects in Mahama Refugee Camp. The following formula was used to test validity index. According to Sekaran (2006) content validity index should not be less than 0.7.

. The following formula was used to test validity index.

$$CVI = \frac{\text{No. of items regarded relevant by judges}}{\text{Total No. of items}}$$

For this study the calculated C.V.I was

$$C.V.I = 43/48 = 0.895$$

If the calculated C.V.I is greater than 0.60 (Saunders et al, 2007) the questionnaire was considered valid. Therefore, this study is greater than 0.60, the questionnaire is valid.

Reliability of the measurement instrument

Reliability is a term used to indicate the extent to which measurement results are relatively consistent if the measurement is repeated twice or more (Sekaran, 2006). Reliability is the degree of consistency in measure (Bell, 2010). This means the extent to which the research instrument can produce similar result in different occasions when put in the same similar condition. Scale reliability was used, which is the extent to which any measuring procedure yields the same results on repeated trials. It is done by comparing the value of the Coefficient Cronbach's Alpha with the value 0.7. If the Coefficient Cronbach's Alpha > 0.7, it means that the measurement result is reliable. Reliability of the questionnaire will be evaluated by determining the Cronbach Alpha of the results from the pilot study. Cronbach's alpha was used to measure internal consistency of the data collected through the questionnaires (Cronbach, 1951). Cronbach's alpha (α) \geq 0.9 indicate excellent internal consistency, $0.7 \leq \alpha < 0.9$ good internal consistency, $0.6 \leq \alpha < 0.7$ acceptable excellent internal consistency, $0.5 \leq \alpha < 0.6$ poor excellent internal consistency and $\alpha < 0.5$ unacceptable excellent internal consistency

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
0.834	43

Source: Primary data, 2022

The computed Cronbach’s Alpha for questionnaire was 0.834 which is greater than 0.7. This being greater than 0.7, it indicates that there is greater internal consistency of the items in the scale, and that the research instrument used was very reliable.

5.6. Data analysis

According to Creswell (2013), the analysis of data allows the researcher to organize the data collected during the study in order to assess and evaluate the findings so as to arrive at some reasonable, valid and relevant conclusion. This study employed a descriptive statistical method for representing and summarizing of the bio data. This section deals with the methods of analysis used

by researcher. Descriptive, inferential statistics such as correlation analysis and multiple linear regressions was used as method of data analysis.

Descriptive statistics was used to describe the basic features of the data in the study in the tendencies and then replicated in tabular manner. It involved use of percentages, frequencies, mean and standard deviation

Multiple linear regressions: With multiple regression analysis, the researcher can assess the effects of multiple predictor variables (rather than a single predictor variable) on the dependent measure. A multiple regression model was used to test the significance of the effect of the independent variables on the dependent variable. Based on other models that have been used to test the relationship Project resource management such as (Human resource management, financial resource management practices, time resource management practices and Material resource management used by Rural Wash project) and implementation of Rural Wash Project, the present study adopted the following model:

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$$

Where: Y = Implementation of Rural Wash Project

, $\{\beta_i; i=1, 2, 3 \text{ and } 4\}$ = The coefficients representing the various independent variables. B_0 = the Y intercept

$\{X_i; i=1, 2, 3\}$ = Values of the various independent (covariates) variables.

e = the error term which is assumed to be normally distributed with mean zero and constant variance,

Y = Implementation of Rural Wash Project

X1= Human resource management

X2 = Financial resource management,

X3= Time resource management and

X4 = Material resource management

6. FINDINGS

6.1. Multiple linear regression analysis

Multiple linear regression analysis is used to find out the influence of project resource management such as human, financial, time and material resource in implementation of Rural Wash Project in Gicumbi district. Multiple Linear Regression was computed at 95% confidence interval to establish the relationship between independent variables and dependent variables. The statistical Package for social sciences (SPSS) was used to compute the measurements, 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 2: Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.860 ^a	.739	.723	.44191

a. Predictors: (Constant), material resource management, financial resource management, time resource management and human resource management

The value of R-square in the study is the fraction of project implementation (dependent variable) is explained by the independent variable at .739(73.9%). This indicates that the model is strong as the independent variable highly explains the dependent variable. The adjusted R² is the coefficient of determination.

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.340	4	8.585	43.962	.000 ^a
	Residual	12.108	62	.195		
	Total	46.448	66			

a. Predictors: (Constant), X4 = Material resource management, X2 = Financial resource management, X3= Time resource management and, X1= Human resource management

b. Dependent Variable: Y = Implementation of Rural Wash Project

The regression analysis also yields an F-statistic where if the calculated F-value is greater than the critical or tabled F-value, the prediction hypothesis will be rejected. In this study, the significance value is .000 which is less than 0.05 with a fit level of 43.962 thus the model is statistically significant in predicting material resource management, financial resource management, time resource management and human resource management influences in implementation of Rural Wash project in Gicumbi district. This means that the model used was appropriate and the relationship of the variables shown could not have occurred by chance.

Table 4: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.593	.308		1.925	.059
X1= Human resource management	.267	.103	.297	2.592	.012
X2 = Financial resource management,	.218	.084	.010	2.595	.025
X3= Time resource management	.243	.077	.291	3.156	.002
X4 = Material resource management	.411	.134	.370	3.067	.003

a. Dependent Variable: Y = Implementation of Rural Wash Project

Source: Computed by researcher from Field data, 2021

The equation ($Y = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$) becomes:

Implementation of Rural Wash Project = $0.593 + 0.267X_1 + 0.218X_2 + 0.243X_3 + 0.411X_4$

The regression equation above has established that taking all factors into account () constant at zero; be 0.593 organizations have human resource management policies that measure successful project implementations and include reward schemes for staff motivation. This implied that most of the organizations in the study placed importance in ensuring staff allocated to project completed their assignments as an important aspect of project performance. This agrees with Mudalige (2015). It is succinct that there is a relationship between the human resource management with project performance of INGOs in Nairobi County. However, the findings disagreed with Bratton and Gold (2007) found that human resource management does not significantly determine performance but through a good reward system might bring about a proliferation in the employees' productivity

The regression results revealed that financial resource management have significance positive effect in implementation of Rural Wash Project as indicated by $\beta_2 = 0.218$, $p = 0.025 < 0.05$, $t = 2.595$. The implication is that an increase of one unit in financial resource management would lead to an increase in implementation of Rural Wash Project by 0.218 units. The results further indicate that an increase in financial resource management will significantly lead to an increase in project performance. The study concurs with Antvik and Sjöholm (2013) study findings on the impact of financial management on project performance. The study found that estimation of cost ought to be grounded on the scope of the project and established that financial management significantly and positively affects successful project implementation.

Furthermore, the regression results revealed that time resource management have significance positive effect in Implementation of Rural Wash Project as indicated by $\beta_3 = 0.243$, $p = 0.002 < 0.05$, $t = 3.156$. The implication there is sufficient evidence that an increase of one unit in time resource management would lead to an increase in implementation of Rural Wash Project by 0.243 units. The results concurred with Obegi and Kimutai (2017) assess resource scheduling and project performance of international not-for-profit organizations in Nairobi County, Kenya.

The major findings of the research included: There exists periodic budget monitoring to measure expenditures against budget; Project staff complete their assignments as allocated; A number of project changes are made during implementation; Project equipment is assigned to staff for use during project implementation; The organization measures its project performance periodically and; There exists a supporting learning environment in the organization

The regression results revealed that material resource management has significance positive effect in Implementation of Rural Wash Project as indicated by $\beta_4 = 0.411$, $p = 0.003 < 0.05$, $t =$

3.067. The implication is that an increase of one unit in material resource management would lead to an increase in Implementation of Rural Wash Project by 0.411 units. Just like the other significant variables, equipping is a prerequisite at inception of projects, and this plays a big role in ensuring smooth implementation of projects. 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 management 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.

7. CONCLUSION AND RECOMMENDATIONS

7.1. Following the results of the study, it is expressive to conclude that there is a great positive relationship between resource management and project implementation, through human resource, time resource, financial resource and material resource management. This was achieved by deriving a regression equation that indicated that the significance values of human, time, financial and material resource management were less than 0.05. Project resource management is key to achieve project goal such as increased economy of beneficiaries in rural Rwanda in project implementation and improved life well-being of project beneficiaries, it aims at achieving efficiency, as well as value for money. Hence, from these findings, it was reasonable to conclude

that with efficient resource management regarding human, time, financial and material resources management will influence greatly in implementation of projects in terms of time, scope, quality and client satisfaction in Rwanda.

7.2. Recommendations

Based on the objectives of the study, the following recommendations were made.

The study found that human resource management has significant positive influence in implementation of rural wash project, hence, recommends that there is need for Rural WASH project to understand the prerequisites of the project team members to address them.

There is need of quality training and motivation for the entire project management fraternity to equip the teams with more skills to turn around the success rate of projects to admirable levels.

The management of Rural Wash project should focus on showing commitment and support to all its employees to motivate them to work harder and realign individual goals with the organization goals, time management and clear mission of the project. This can be attained through proper human resource management, participation of all employees, provision of resources to ensure increasingly supply of goods and services in the project.

The study recommends that materials resource management should be a focus because it was found that it has significant positive influence in implementation of projects, to ensure that projects are within time and budget.

The management of Rural Wash project should be encouraged to give priority the resource management of their projects since it will support them achieve project success implementation.

Projects should emphasize on setting up timelines for each or in dependence on the activities and tasks to be done in implementation. Likewise, to develop accurate and attainable schedules, the study recommends accurate sequencing of activities. The process of sequencing the activities encompasses distinguishing dependencies and logical relationships between the project activities.

Project organizations should consider setting up a business council to define priorities, control resources, oversee projects, and measure (and communicate) project success across business units.

This group must, of course, have the courage to cancel projects when that becomes necessary; not everything that starts must finish.

Given the effect resource management has on project success implementation, it is imperative that development projects start to consider resource management as strategic in value: that they will not only change the future of their beneficiaries but will also impact positively on project success

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