Project Resources Management and Performance of Livestock Projects in Rwanda. A Case of Rwanda Dairy Development Project (RDDP) in Gicumbi District

Musanayire Vestine & Dr. Dushimimana Jean de Dieu

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Abstract

The purpose of this study was to assess the effect of resource management practices on the performance of livestock projects in Rwanda. The study was guided by the following specific objectives: To investigate the effect of resource planning to the performance of RDDP in Gicumbi District; to assess the effect of project implementation to the performance of RDDP in Gicumbi District; to find out the effect of resource monitoring and evaluation to the performance of RDDP in Gicumbi District and finally to determine the effect of mediating variables to the performance of RDDP in Gicumbi District. This study was carried out in Gicumbi District using descriptive survey design and targeting 648 population including RDDP implementers, beneficiaries and stakeholders. The sample size was calculated using Slovin's formula. The study used 219 respondents who were selected purposively from RDDP's beneficiaries, stakeholders and implementers. Data was collected using structured questionnaire, Kobo Toolbox software and interview. Coded filled sheets were used for extracting data from the returned questionnaires. The data was analyzed using SPSS and the findings showed that a number of factors affect the performance of livestock projects in Rwanda. A correlation matrix indicating the relationships among variables show that there are strong positive correlations with Project performance (0.785, 0.775 and 0.689) emphasizing the significance p-values (Sig. 2-tailed = .000) of effective Project resources planning, Project implementation and Project resources monitoring respectively. The correlation coefficient, represented by the value of R, is 0.864 for this model. This indicates a strong positive correlation between the combined effects of the predictors and the dependent variable. The coefficient of determination, denoted as R^2, is 0.747 and Project resources planning, Project implementation, and Project resources monitoring exhibit coefficients of β1: 0.429, β2: 0.477, β3: 0.101 while Mediating variables have β4 of 0.184 and Significance levels (p<0.05) indicate strong positive effects on project performance. The regression analysis p-value of 0.000 (Sig.<0.05) indicates the significant effect of project resource planning, implementation, and monitoring, as well as the mediating variable, on project performance in Gicumbi District. This leads to confirming that there is a significant positive effect of project resource management on project performance.

1. Introduction

Failed projects are reported in different documents and journals due to various reasons including project resources management issues. Globally there are many unsuccessful projects due to lack of a comprehensive project planning and feasibility studies (Kibibi, 2021). Without proper planning, projects are more likely to encounter delays, budget overruns and operational inefficiencies.

In Rwanda, studies indicate projects failure is due to lack of respect the project schedule, redundant order, faulty supplies, inappropriate quantities, theft, delayed in payment of contractors. The Centre of Excellence for Agriculture Mechanization in Rwanda Project located in Kicukiro and funded by EXIM Bank of India was expected to promote research and boost local production of agriculture machinery in the country. The time of completion of the facilities was 12 Months from the commencement date counted from 1 September 2017. However, review of available documents and physical verification conducted on 28 September 2020 by Auditor General Office revealed that works were abandoned since 20 December 2019 due to financial difficulties faced by the contractor(Agriculture & Resources, 2021).

Livestock projects play a crucial role in Rwanda's agricultural sector, contributing to food security, income generation and economic development. However, these projects often face challenges in terms of effective resources management which delays their overall success and sustainability. Among key issues in managing livestock projects in Rwanda are inadequate project planning and feasibility assessment, inadequate monitoring and evaluation systems, insufficient project coordination and stakeholders' engagement, inadequate financial management, limited technical expertise and capacity building. Gako Integrated Beef Project which is a Public Private Partnership Project initiated in 2014 to add value to the livestock industry by producing high quality beef and goat meat for local and export market, was affected by delays due to lack of well project design, clear strategic direction and business plans from investors. The Auditor General report for financial year 2019-2020 revealed weaknesses during the project implementation phase related to lack of detailed project report and responsibilities of each shareholder. The defect liability period ended while there were still some pending activities of water pumping systems and the project was transferred to Gako Meat Company under the coordination of Rwanda Development Board (RDB) (Agriculture & Resources, 2021).

Many livestock projects face challenges related to financial management, including budget allocation, resource mobilization, quality and cost control. Without proper financial planning and sustainability strategies, projects often struggle to secure necessary funding, maintain operations, and achieve long-term viability.

This research study aims to address challenges related to effectively allocate project resources which minimize waste and enhance productivity; implementation of quality control processes that deliver a high-quality end product and service, application of cost effective strategies that help project to stay within budget and schedule, promotion of continuous improvement so that project resources management practices contribute to overall satisfaction of project stakeholders in order to increase livestock productivity and quick socio-economic development of farmers in Rwanda.

1.1. Study objectives

The main objective of this study is to assess the effect of resource management practices on the performance of livestock projects in Rwanda.

The general objective materialized through the following specific objectives:
   i.   To investigate the effect of resource planning on the performance of RDDP in Gicumbi District.
  ii.   To assess the effect of project implementation on the performance of RDDP in Gicumbi District.
 iii.   To find out the effect of resource monitoring and evaluation on the performance of RDDP in Gicumbi District.
 iv.   To determine the effect of mediating variable on the performance of RDDP in Gicumbi District.

1.2. Research hypotheses

H_o: There is no significant positive effect of project resource management on project performance.

H_1: There is a significant positive effect of project resource management on project performance.

H_0 (1): There is no significant positive effect of project resource planning on project performance of RDDP in Gicumbi District.

H_0 (2): There is no significant positive effect of project implementation on project performance of RDDP in Gicumbi District.

H_0 (3): There is no significant positive effect of project resource monitoring and evaluation on project performance of RDDP in Gicumbi District.

H_0 (4): There is no effect of mediating variable on project performance of RDDP in Gicumbi District.

2. Literature review

Theories are explanations of a natural or social behavior, event or phenomenon. A scientific theory is a system of constructs (concepts) and propositions (relationships between those constructs) that collectively presents a logical, systematic and coherent explanation of a phenomenon of interest within some assumptions and boundary conditions (Bacharach, 1989). Theories are tools used to analyze, understand, make predictions and give explanations about something. Theories help to guess facts and identify unexplored research areas. In this study, used Resource based theory, Theory of change, Contingency theory and Results based theory.

2.1 Resource based View (RBV)

The concept of RBV is a useful tool to investigate the relationship between firm resources and firm success; it emphasizes that firm's resources are an essential factor that influence competitive advantage and performance(Othman *et al.*, 2015). According to resource-based theory, organizations that own «strategic resources» have important competitive advantages over organizations that do not have. Resource-based theory indicates that resources that are valuable, rare, difficult to imitate, and non-substitutable best position a firm for long-term success. Those strategic resources can provide the foundation to develop firm capabilities that can lead to superior performance over time. Firm resources include all assets, capabilities,

organizational processes, firm features, information, knowledge, etc. controlled by a firm that enables them to conceive and implement strategies that improve its efficiency and effectiveness (Jay, 1991). According to Barney (1991), resources can be classified into physical capital resources, human capital resources and organizational capital resources. Human competencies form an intangible asset which in turn forms sustainable, unique strengths that are key to specific superior performance. Physical capital resources include technology used in the firm, plant and equipment, its geographic location and access to raw material. A resource plan, which describes the type of resources needed and the timing of that need, is critical to effective resource management (Örtengren, 2016). According to RDDP project plan document (2016), it was designed in alignment with PSTA III about three important pillars: people, processes and technology for a knowledge management strategy on dairy sector.

This study applied this tool to assess how, who, what, where and when of achievement for RDDP in Gicumbi District.

2.2 Results based Management theory (RBM)

RBM covers theories on the planning, follow-up, evaluation and management of the whole project and operations cycle, from start to finish. Results-Based Management (RBM) provides overall guidelines for what should be considered during planning, management and evaluation of projects and activities. The logical framework approach (LFA) method has proven to be a very useful tool when following the principles of Results-Based Management (RBM) (Örtengren, 2016). LFA is a comprehensive planning model that covers all stages of the planning process, all the way to a completed project/ program. The purpose of RBM is to achieve as positive and sustainable results as possible.

This study can be applicable to RDDP to evaluate the project implementation process from its logical framework.

2.3 Theory of change

Theory of change also called results chain is a part of the Results-Based Management theory (RBM) (Örtengren, 2016). It is a method that explains how a given intervention or set of interventions is expected to lead to a specific development change, drawing on a causal analysis based on available evidence. A theory of change is project-specific and related to evaluation; it makes the underlying rationale of a project explicit, which supports planning, implementation, and assessment of the project (Reinholz & Andrews, 2020). It aims to move beyond a basic input-output notion of evaluation letting a surveyor to better understand what is being implemented and why, making clear linking between a given intervention and its outcomes. Theory of change describes the logic, principles and assumptions that connect what an intervention, service or program does, and why and how it does it, with its intended results (Ghate, 2018).

In its interventions, RDDP targeted behavioral change of farmers and household members through gender action learning system and training of L-FFS masters and facilitators. This theory applied in assessing activities in relationship with those changes.

2.4 Contingency leadership theory

Fred Fiedler is the founder of contingency theory that shows the relationship between leadership effectiveness and situational circumstances; a leader should be able to identify which management style will help to achieve the goals of the organization in a particular situation. A contingency approach is defined as identifying and developing functional relationships between environmental, management and performance variables (Shala et al.,

2021). The formulation of a general Contingency Theory of Management must start with a sound construct of the organization's system: the primary system includes environmental, resource and management variables while the secondary system includes three important variables: situation, organization and performance criteria (Luthans, 1977). It is a leader managerial-adaptation theory which means that the leader tries to adapt to different situations; and his/her effectiveness depends on a combination of two forces: the leader managerial style and the favored situation (Shala et al., 2021). The contingency theory key factors are style and situation. Contingency theories include the degree of task structure, the quality of follower–leader relationships, the leader's position of power, clarity of the subordinates' role, group norms, availability of information, acceptance of leader decisions by follower, and maturity of followers. This theory used in this study to evaluate the project resource management style of RDDP in Gicumbi District.

3. Research methodology

The chapter clarifies the nature of data, how the data is collected, where data collected from and how they analyzed. It is about the overall approaches to the research process, from rational foundation of the study to the collection and analysis of the data collected about the effectiveness of project resource management to the project performance in livestock sector.

3.1. Study design

This study used a descriptive research design to gather information about occurring situations for the purpose of description and interpretation. This study used correlation research design to investigate the relationship between resource management and livestock project performance in Rwanda by applying both qualitative and quantitative methods relying on primary data from filled questionnaire using Rwanda Dairy Development Project (RDDP) as case study.

3.2 Target population and sampling

This study targets 648 RDDP implementers, beneficiaries and stakeholders; and respondents selected using random sampling method using Slovin 's formula for sample size determination. The formula is computed as follow:

$$n = N / (1 + Ne^2)$$

Where N represents the population size, n=sample size, e = the margin of error estimated at 5%. The sampling error is determined based on the sampling confidence level which was 95% and hence the sampling error was 5% or 0.05. Therefore, this study requires at least **242** respondents to complete accurately the objectives.

Table 1: The target and sample population:

SN	Target population	Number	Sample size
1	Implementers	26	26
2	Beneficiaries	608	202
4	Local Government	9	9
3	Other stakeholders	5	5
	TOTAL	**648**	**242**

3.3. Data collection instruments

Data collection is a process of gathering information from all the relevant sources to answer research questions, test the hypothesis and evaluate the results. Before entering the field,

qualitative researchers plan their approach to data recording; the proposal should identify what data the researcher will record and the procedures for recording data (Creswell, 2018). According to Robert (2014), data collection instruments are the tools used by researchers to collect primary and secondary information to be assessed in their studies. There are five key data collection methods: interview, questionnaire, focus groups discussion, observations, textual or content analysis(Paradis *et al*., 2016). Data for this study was collected through mixing interview and questionnaire addressed to targeted RDDP implementers, beneficiaries and stakeholder' respondents to get their opinions.

3.4 Reliability

The researcher used Cronbach alpha technique as a measure of dependability. Cronbach's alpha, α (or coefficient alpha)'s values range from 0 to 1, and higher values imply more dependability. In speaking, a rating of higher than or equivalent to 0.7 is appropriate. For this study, all items under study were accepted as Cronbach alpha values were greater than 0.7.

Table 2: Reliability

Variables	No items	Cronbach alpha	Decision
Project resources planning	6	.801	**Accepted**
Project implementation	6	.832	**Accepted**
Project resources monitoring	6	.837	**Accepted**
Project performance	6	.809	**Accepted**

3.5 Data analysis methods

The qualitative data deals with words rather than numbers intended to produce information that helps you to answer your research questions, capture the phenomenon of interest, and account for context and the rich consistency of the human experience (Paradis *et al*., 2016). The idea behind qualitative research is to purposefully select participants or sites (or documents or visual material) that will best help the researcher understand the problem and the research question (Creswell, 2018). The analytic procedure requires finding, selecting, judging, and synthesizing data contained in documents and document analysis yields data that is then organized into major subjects, categories, and case examples specifically through content analysis.

Quantitative approaches employ surveys or experimental designs which both share a common goal of helping the scientist to make inferences about relationships among variables, and how the sample results may generalize to a broader population of interest. A survey design provides a quantitative description of trends, attitudes, and opinions of a population. The writer specifies descriptive questions for each independent and dependent variable and important intervening or moderating variables(descriptive model) and inferential questions (or hypotheses) that relate variables or compare groups follow these descriptive questions (Bowen, 2009).

The linear regression model used for testing the correlation between one dependent variable indicator to multiple indicators from independent variable. The model is as follows:

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

Y present dependent variable indicator: Project performance with its components.

β_0: is a constant.

$\beta_1, \beta_2, \beta_3, \beta_4$: are coefficients of four (4) independent variable indicators.

X_1, X_2, X_3, X_4: respectively represent project resources planning, project implementation, project resources monitoring and evaluation and mediating variables.

$Ɛt$ is the error term of equation model.

The data obtained from the administered questionnaires to the respondents was examined to test the relationship between different variables using SPSS software.

4. Research findings

This chapter shows the findings of the research and linked information that were collected in relation to research hypotheses. In addition, this chapter presents statistical analyses which were done using Statistical Package for Social Sciences (SPSS) 23rd version and interpretations of demographic profile of respondents, perceptions of respondents on independent variable which is project resources management and how they affect the project performance. This chapter also shows the relationship between project resources management practices and project performance by testing hypothesis using statistical regression analysis.

Table 3: Response rate

Questionnaires	Frequency	Percent
Returned	219	90.5
Unreturned	15	6.20
Incomplete	8	3.30
Total	**242**	**100.00**

Source: Primary data (2023)

Table 3 presents the response rate of the survey. The table illustrates the distribution of questionnaires sent to participants based on their return status. Notably, a significant proportion of the distributed questionnaires were returned and considered suitable for analysis, accounting for 90.5% of the total. This high rate of returned questionnaires reflects a strong level of respondents' engagement, consequently enhancing the credibility and validity of the study's findings. The percentage of questionnaires that were not returned and those that were incomplete stands at 6.20% and 3.30% respectively. Such a strong response rate lends greater weight to the research's investigation into the correlation between resource management strategies and livestock project performance in the Rwandan context, particularly demonstrated by the RDDP in Gicumbi District.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864[a]	.747	.743	.33083

a. Predictors: (Constant), Mediating variable, project implementation, project resources planning, project resources monitoring

Source: Primary data (2023)

In Table 4, the model summary for a specific regression analysis is presented. The correlation coefficient, represented by the value of R, is 0.864 for this model. This indicates a strong positive correlation between the combined effects of the predictors and the dependent variable, Project performance. A higher R value indicates a more effective prediction of the dependent variable by the predictors. The coefficient of determination, denoted as R Square, is 0.747. This implies that approximately 74.7% of the variance observed in the dependent variable can be

explained by the collective influence of the predictors: Mediating variable, project implementation, project resources planning, and project resources monitoring. R Square provides view into how well the model's predictions match the actual data.

Table 5: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	69.265	4	17.316	158.211	.000[b]
1	Residual	23.422	214	.109		
	Total	92.687	218			

a. Dependent Variable: Project performance
b. Predictors: (Constant), Mediating variable, project implementation, project resources planning, project resources monitoring

Source: Primary data (2023)

The ANOVA results presented in Table 5 demonstrate the statistical significance of the multiple regression model, which includes the predictors Mediating variables, project implementation, project resources planning, and project resources monitoring in relation to the dependent variable Project performance. The significant F-value (158.211) with a corresponding p-value of 0.000 (Sig.<0.05) indicates that the overall regression model is statistically significant. This indicates that at least one of the predictors (Mediating variables, project implementation, project resources planning, or project resources monitoring) has a significant relationship with the dependent variable (Project performance).

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	.127	.145		.875	.383
	Project resources planning	.429	.048	.441	8.858	.000
1	Project implementation	.477	.065	.483	7.378	.000
	Project resources monitoring	.101	.066	.102	1.522	.012
	Mediating variable	.184	.044	.173	4.208	.000

a. Dependent Variable: Project performance

Source: Primary data (2023)

The model was as follows:
$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mathcal{E}_t$
Y present dependent variable indicator: Project performance with its components.
β_0: is a constant (=0.127)
$\beta_1, \beta_2, \beta_3, \beta_4$: are coefficients of four (4) independent variable indicators.
$\beta_1 = 0.429$
$\beta_2 = 0.477$
$\beta_3 = 0.101$
$\beta_4 = 0.184$
X_1, X_2, X_3, X_4: respectively represent project resources planning, project implementation, project resources monitoring and evaluation and mediating variables.
$\mathcal{E}_t$ is the Standard error term of equation model.
$\mathcal{E}_t = 0.145$

$Y = 0.127 + 0.429$ (Project resources planning) $+ 0.477$ (Project implementation)$+ 0.101$ (Project resources monitoring)$+ 0.184$ (Mediating variable)

Table 6 presents the outcomes of a multiple regression analysis aimed at comprehending the effect of project resource management on project performance. The Constant term (0.127) represents the baseline value of project performance. Notably, Project resources planning, Project implementation, and Project resources monitoring exhibit coefficients of 0.429, 0.477, and 0.101, respectively, indicating that a unit increase in these factors corresponds to respective increases in project performance. The Mediating variables have a coefficient of 0.184, implying a smaller but still positive effect. These findings highlight the significance of these resource management aspects.

The analysis highlights the considerable effect of project resource planning, implementation, monitoring, and mediating variables on project performance in Gicumbi District. Significance levels ($p<0.05$) for project resource planning, implementation, and monitoring indicate strong positive effects on project performance. Additionally, mediating variables, with a significant p-value of 0.000, play a significant role in mediating the relationship between project resource management and project performance. These results collectively indicate the significance of these variables in achieving successful project performance within the region, aligning with the standard significance level of $p < 0.05$.

The regression analysis indicates the significant effect of project resource planning, implementation, and monitoring, as well as the mediating variable, on project performance in Gicumbi District. With significant standardized coefficients and highly significant p-values, the null hypotheses for all four variables are rejected. Conversely, the alternative hypothesis (H1) that there is a significant positive effect of project resource management on project performance is supported. These findings indicate the crucial role of comprehensive resource management, including planning, implementation, monitoring, and mediating variables, in driving successful project outcomes within the region.

Table 7: Summary of tested Hypotheses

No	Hypotheses	P Value	Comment
H_0	There is no significant positive effect of project resource management on project performance.	p<0.05	**Rejected**
H1	There is a significant positive effect of project resource management on project performance.	p>0.05	**Accepted**
H0(1)	There is no significant positive effect of project resource planning on project performance of RDDP in Gicumbi District.	p<0.05	**Rejected**
H0(2):	There is no significant positive effect of project implementation on project performance of RDDP in Gicumbi District.	p<0.05	**Rejected**
H0(3):	There is no significant positive effect of project resource monitoring and evaluation on project performance of RDDP in Gicumbi District.	p<0.05	**Rejected**

Source: Primary data (2023)

Table 7 presents hypotheses concerning the effect of various aspects of project resource management on project performance, where null hypotheses (Ho1, H02, H03, H04) assume no significant positive effect. The provided p-values below 0.05 lead to the rejection of all null hypotheses, demonstrating that project resource management indeed significantly influences

project performance, encompassing resource planning, implementation, monitoring, and evaluation.

5. Conclusion

The findings of this study indicate that there is a strong positive correlation of 0.785, 0.775, 0.689 between project resource planning, project resource implementation, project resource monitoring and evaluation on the performance of the Rwanda Dairy Development Project (RDDP) in Gicumbi District. The R^2 =0.864 and adjusted R^2=0.747 show the goodness of fit of this estimated model. The research hypotheses were designed to test the significance of these effects. The analysis of hypotheses presented in Table 4.15 indicated that various aspects of project resource management significantly influence project performance, as evidenced by the rejection of null hypotheses (Ho, H0(1), H0(2), H0(3)) and acceptance of the alternative hypothesis (H1). This indicates the vital role of comprehensive resource planning, effective implementation, and monitoring and evaluation in achieving successful project outcomes. Moreover, the correlation matrix reinforced these findings, showing strong positive correlations between project resource planning, implementation, monitoring, and mediating variables with project performance. These correlations were not likely due to chance alone, as indicated by highly significant p-values. In the context of the topic Project Resources Management and Performance of Livestock Projects in Rwanda, particularly focusing on the Rwanda Dairy Development Project (RDDP) in Gicumbi District, this study provides valuable observations into how effective resource management practices affects project performance.

6. Recommendations

Looking at these proving correlations, it is recommended that organizations dedicate enough resources to strengthen project management practices for ensuring project success.

It is recommended that the Rwanda Dairy Development Project (RDDP) in the Gicumbi District use a systematic approach to resource allocation to optimize the beneficial effect of resource planning on the project's performance. To ensure that the project's resources are being used effectively, RDDP should compare actual use to the original plan and make any required modifications.

RDDP should analyze all possible mediating factors to learn how they affect the program's performance in the Gicumbi District. RDDP should consider forming collaborations with academic institutions or subject matter experts to perform in-depth analyses of the identified mediating factors.

RDDP and RAB should reinforce Livestock Field Farmer School(L-FFS) approach through continuous capacity building of facilitators and equipping them with other resources required to better deliver livestock services in their communities.

RAB and MINAGRI should maintain measures for controlling the distribution of dairy cows through Girinka Program which is a satisfactory approach to boost the economy and behavioral change of poor households. Rich testimonies are available from RDDP's beneficiaries in Gicumbi District.

7. Acknowledgement

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