Int Journal of Social Sciences Management and Entrepreneurship 8(2): 68-81 2024

ISSN 2411-7323

www.sagepublishers.com

PROJECT RESOURCE MANAGEMENT PRACTICES AND PERFORMANCE OF DONOR FUNDED HEALTH PROJECTS IN NAIROBI CITY COUNTY, KENYA

[1] Ntinyari Risper, [2] Dr. Nyang'au Samson Paul

[1] Master of Science in Project Management, Jomo Kenyatta University of Agriculture and Technology

[2] Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Resource management is a key element to activity resource estimating and project resource management. Poor performance of health projects in the NGO is not by chance but the failures to effectively manage project resources. The general objective was to examine the effect of resource management practices on performance of donor funded health projects in Nairobi City County, Kenya. The specific objectives were the effect of resource allocation and task management on performance of donor funded health projects in Nairobi City County, Kenya. The study adopted a descriptive research design. The unit of observation was 379 project managers of the health projects implemented by the NGOs. Yamane sampling formula was used to get a sample of 194 project managers that were sampled using stratified random sampling. Data was collected using questionnaires. A pilot was conducted with 19 project managers representing 10% of the sample size. This study used construct and content validity. The Cronbach Alpha coefficient was used to measure reliability. Quantitative data was coded and analyzed using Statistical Package for Social Sciences (SPSS) Version 28. Data was tabulated and interpreted accordingly. Validity results show that the average congruency percentage was 92.42% implying that the content validity was acceptable. Correlation analysis revealed strong positive correlations between performance and resource allocation ($r = 0.769$, $p = 0.000$) and task management ($r = 0.792$, $p = 0.000$). Regression analysis further supported these findings indicating significant positive beta coefficients for resource allocation ($\beta = 0.308$, $p = 0.000$) and task management ($\beta = 0.375$, $p = 0.000$), indicating that improvements in these areas positively influence project performance. Consequently, the study concludes that effective resource management practices significantly enhance the performance of donor-funded health projects in Nairobi City County. To optimize project outcomes, it is recommended that project managers prioritize investments in allocation and task management processes. These findings underscore the importance of strategic resource management in ensuring the success and sustainability of health projects in resource-constrained settings.

Key Words: Resource Management Practices, Resource Allocation, Task Management, Performance, Donor Funded Health Projects, Nairobi City County

Background of the Study

Resource management is a key element to activity resource estimating and project resource management. There are resource management software tools available that automate and assist the process of resource allocation to projects. Nelson and Jansen (2017) noted that poor performance of projects in both the public and private organizations is not by chance but the failures are as a result of classic project management errors and failure. One of these failures is resource management which have been embraced by both public and private organizations. Resource plays a crucial purpose in any project. Resource can be classified as tangible and intangible. According to Resource based Theory, resources form part of capability that gives an organization competitive advantage. Physical or materials, human and financial resource is crucial in development of project in an organization. Obuba and Kimutai (2017) pointed out that resource allocation includes the use of project equipment, staffing and budgeting. Resource forecasting is the process of predicting what resources will be needed for a future project. It helps the project manager to anticipate a company's future needs to be prepared to meet those needs. Forecasting also helps to anticipate potential problems so the management can navigate these obstacles easily if the happen (Chika, 2020). Resource forecasting helps project managers and team leaders to determine whether or not project activities can be completed based on the amount of resources available and the time frame in which they will be needed.

Resource allocation, sometimes called "scheduling," is the process of giving each task on the list the best resources available. Resource allocation process entails time scheduling, financial as well as human allocation to various tasks in the project (Rugiri & Njagiru, 2018). Every activity is designated equipment, time, and professional team members. Resource allocation is important because it helps a project manager to optimize the resources they have (Burkova & Titarenko, 2019). Resource estimation is the technique of assessing the type and number of resources required for an upcoming project. Estimation of financial resources is done during planning for implementation of monitoring and evaluation. A good process for obtaining estimates is to conduct project estimation working meetings. These meetings give the project manager the opportunity to gather those individuals involved in the estimation process in one location where estimates can quickly be agreed upon with input from all project/functional areas (Epstein, 2018). Task management is the process of monitoring a project's tasks through their various stages from start to finish (Tsvetelina, 2019). This activity enables the project team to evaluate if they are on the right track and also correct errors if need be to ensure successful project performance.

Statement of the Problem

The donor funded projects play a significant role in the social economic development of the beneficiary communities and countries. The donor organizations fund diverse projects due to achieve various objectives including ending extreme poverty by the year 2030 and boosting shared prosperity of the poorest 40 percent of the population in all countries (World Bank, 2018). The donor communities, implementing organizations and governments are often concerned with the project performance in order to achieve value for money, demonstrate accountability to donor partners, and ensure that beneficiary communities gain from the project amongst other others.

Although donor-funded projects are considered important in the growth and development of many developing countries, their outputs in terms of quality, cost, time and stakeholder satisfaction remain the subject of debate (Azhar, 2018). For the period 2016 to 2020, a total of USD$ 61 million was disbursed to support various health projects in Nairobi County. Further statistics from Government of Kenya (GoK) reveal that 36% of the health projects fail after a short time (GoK, 2018). The Organization for Economic Co-operation and Development (OECD) shows that health projects collapse one year after completion of the projects (OECD, 2018). In Kenya, about 30% of

non-governmental organizations experience failure in their projects (Mathew, 2011). For instance, 28% of projects supported by compassion international have either been terminated or are poorly performing after spending quite a number of resources which include but is not limited to finances, facilities and human resources (Mary, 2018).

There exist various studies on resource management and project performance. Chepng'eno, and Kimutai (2021) study on effect on resource planning on project sustainability found that resource allocation had positive significant influence on project sustainability. Abdullah (2015) on project resource planning and performance of construction projects found that scheduling assisted in allocating time and resource to various task in projects. Obuba and Kimutai (2017) on effect of resource scheduling and project performance of international non-governmental organization in Nairobi City County found that resource scheduling has significant effect on project sustainability. There is however study limitation on resource management and performance of projects. This study hence seeks to fill the research gap by examining the effect of resource management practices on performance of donor funded health projects in Nairobi City County, Kenya.

Objectives of the Study

i. To examine the effect of resource allocation on performance of donor funded health projects in Nairobi City County, Kenya.
ii. To establish the effect of task management on performance of donor funded health projects in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Review

Conservation of Resource theory

This theory was developed by Steven Hobfoll (1989). The theory examines the contact of an individual (person) with his/her environment and the extent to which the relations between environmental demands and one's resources deal with those demands (Hobfoll, 2001). One of the key assumptions of COR is that, "individuals strive to obtain, retain, protect and foster those things that they value" (Hobfoll, 2001, p.341). This means that, individuals strive to preserve and accumulate resources to better navigate their way through demands of life and its associated challenges including job stress-related issues. The theory therefore explains that, within the working environment, an individual may feel stressed up if these resources are not made available to them. Simply put, the absence of resources would make an individual struggle to positively interact with his/her environment and this could lead to job stress. He also posited that resource losses can distract the abilities of individuals to survive although resource gains are also vital to the overall development of employees' psycho-social wellbeing. Resource allocation ensures that the staff have access to their work tools and would hence deliver as expected.

Role Theory

This theory was created by Katz and Kahn (1996) who argued that the roles delegated to an employee at the workplace exist in relation to others. Staff employ their skills, competences, attitude as well as their personalities in a bid to follow the direction of the company. Armstrong argued that the role defines the part of an individual is supposed to play in meeting his job description. It also explains how the task, or role as well as the results an employee is supposed to attain for an organization. This means that all human resources practitioners must factor in the suitable roles when making a job description; this will ensure that performance of employees in an organization is enhanced. The roles must clarify an employee's behavior towards particular tasks. Ensure that no incapable elements are dragged into a task avoiding conflicting roles; this will also cause minimization of stress among the employees. This theory has an advantage in that by

clarifying the specific roles an individual is supposed to play; it avoids all the elements of incompatibilities, stresses and conflicts among staff. This may help the managers and HR practitioners to avoid role ambiguity and conflicting roles both at the top level management and lower cadre of employees. However, the theory ignores the benefits of collective responsibility whereby in cases where a particular employee is unable to perform his roles, other employees have a duty of stepping in to assist. Effective task management ensures that roles are not duplicate and the staff may also be able to share roles hence accomplish tasks efficiently.

Conceptual Framework

A conceptual framework is a visual presentation of key variables, factors, or concepts and their relationship with each other, which have been or must be studied in the research either graphically or in some other narrative form (Miles, Huberman, & Saldana, 2013). The conceptual framework in Figure 1 demonstrates the conceptual framework.

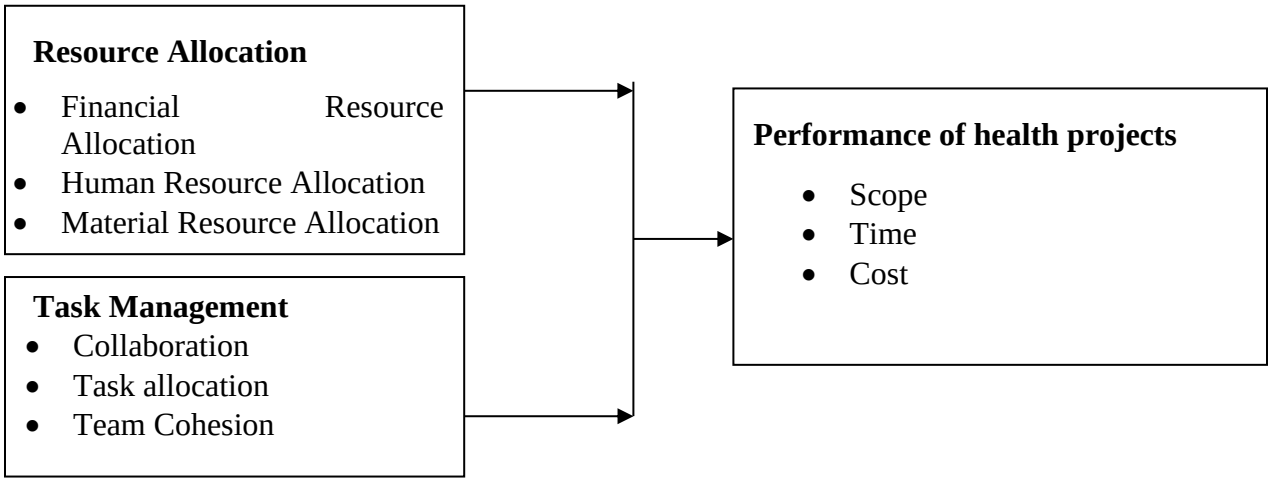

Figure 1: Conceptual Framework

Resource Allocation

According to Chilton (2020), resource allocation is the process of assigning resources to tasks throughout the life of a project. Despite sophisticated software packages devoted to keeping track of tasks, resources and resource assignments, it is often the case that project managers find some resources over-allocated and therefore unable to complete the assigned work in the allotted amount of time. Most scheduling software has provisions for leveling resources, but the techniques for doing so simply add time to the schedule and may cause delays in tasks that are critical to the project in meeting deadlines. Schwindt (2016) observe that resource allocation is the process of assigning and scheduling available resources in the most effective and economical manner. Projects will always need resources and resources are scarce. The task therefore lies with the project manager to determine the proper timing of those resources within the project schedule.

Resource allocation is the assignment and management of the assets in a way that supports the strategic goals of the M&E system of the project organization. It aims at ensuring that relevant assets have been assigned to the various activities of the project (Omollo, Ngacho & Onyango, 2017). According to Engwall and Jerbrant (2018), resource allocation in project management is important because it gives a clear picture on the amount of work that has to be done and allows to plan and prepare for the project's performance or achieving goals which makes it possible to

analyze existing threats and risks to the project resulting to better project performance. Inadequate allocation of finances would adversely affect the quality of projects (Omesa, Gachunga, Okibo & Ogutu, 2019).

The role played by human resources in performance of projects cannot be overlooked. The projects should be implemented by competent and qualified team and these should be regularly trained (Jin, 2019). Technology is shaping every sphere and operations across the world regarding project performance. Project organizations with modern technologies usually have strong and well-functioning systems as compared to technically weaker organizations. Adoption of modern and state of art technologies help the project managers to quickly monitor and evaluate the activities that have been implemented more easily. Allocation of technology to the project team facilitates timely collection and analysis of data to generate status and progress reports of the program on time (Nouri, Riahi, Haji Nabi & Jahangiri, 2020). Material resources include office supplies that are purchased for the normal functioning of the project organization. Material resource allocation starts with purchasing of supplies, receipt and recording of the procured items, warehousing and storage of inventories and other components, issuance and stock taking of the inventories in place and well as efforts to carry out preventive maintenance on machineries, tools and equipment in place (Manhart, Vogt, Priester, Dehoust, Auberger, Blepp & Kosmol, 2019).

Task Management

Task management is the process of monitoring a project's tasks through their various stages from start to finish. This activity enables the project team to evaluate if they are on the right track and also correct errors if need be to ensure successful performance of projects (Tsvetelina, 2019). Jayarathn and Weerakkody (2016) added that task management enhance team productivity and performance. Task management include team formation, team motivation, team communication and team dispute resolution. Project teams are individuals who perform defined, specialized tasks within a definite time period, and disband after the project ends. They have varied knowledge, expertise and experience and they must acquire pool vast amount of information across boundaries (Chiocchio et al., 2015).

Team management includes the processes required to make the most effective use of the people involved with the project. The project team includes the project manager and the project staff who have been assigned with the responsibility to work on the project. Managing a project team is quite different than managing other types of staff, the project team has a start and an end, in terms of duties assigned to the project. Team members come to the project with different skills and experiences, and in many cases, it is the first time that they are working together. Due to the high level of uncertainty, roles and responsibilities, changes occur more frequently, and the team needs to be flexible enough to adapt to new challenges. Due to time constraints, there is more stress working on a project caused by the inherent uncertainty of working in new areas or with new groups of stakeholders, or in solutions that no one has ever explored before (Liu &Chen (2020). As the project starts, the team is unclear about their roles and the strategic direction of the projects, some new hires need to adapt to a new organization and its ways of doing things, in addition to understanding its mission, vision, and values. All of these circumstances increase the level of frustration typical at the start of any new project. Lack of availability of key personnel may increase the workload on the rest of the team members who are being asked to do more than what was originally planned. Team management is not only limited to hiring and reassigning staff after the end of the project, it involves careful planning to ensure that the project has the right people at the right time doing the right things (Ouichi, 2019).

Empirical Literature

Resource Allocation and Project Performance

Nair and Shashi (2016) conducted a study of several projects developed in a product and service based Software Company. Results showed a significant impact of effective resource allocation on success of software projects. The analysis further indicates the vital role of project managers in optimizing the resource allocation towards development of software. Role of project manager aims towards estimation and apt allocation of resources in successfully developing projects. However, there was existence of variations between resource estimation prior to the development process and actual allocation of resources during the developmental period by the project manager.

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. Bulle and Makori (2015) explored the role of resource allocation in the performance of projects carried out by Kenya Urban Roads Authority. The research relied on a descriptive study design. As per the findings, allocating financial, physical and human resources to projects affected their performance. Resource allocation affected the speed and quality of project delivery ensuring that the cost specifications were observed as outlined in the project plans. When the resources are appropriately allocated and utilized, there was an assurance of efficiency and effectiveness of projects resulting to superior project outcomes.

Anunda (2016) assessed the issues that affected the success of projects of funded by NGOs within Nairobi County. A descriptive research design was used. Results showed that allocating adequate funds and drawing a large number of donors and partners impacted on the success of these endeavors. 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 learnt that a large number of projects ran out of resources before they were completed. Njiru (2018) evaluated the relationship between project management practices and implementing projects within the firms of manufacture within the county of Nairobi. The study adopted a descriptive design. There was a positively significant correlation between allocation of resources and project performance. Allocating resources assisted project managers to marshal project reams with great productivity and efficiency in undertaking tasks which enabled them to assess project schedules and certainly appraise resource availability with immediate effect.

Rugiri and Njangiru (2018) studied on the influence of resource allocation on water projects performance funded by Nyeri County, Kenya through CDF. The population comprised of 86 water projects in Nyeri County that were CDF-funded. The researcher selected 60 project managers using a stratified random sample methodology. The regression analysis results revealed that resource availability was a good predictor of project success. Resource availability was positively related to project success.

Task Management and Project Performance

Al Shatti (2018) investigated the impact of teamwork quality on project effectiveness in a multiple-project management setting. A total of 184 project managers participated in the survey. The findings show that teamwork quality has a positive impact on project performance. Hence, multi-project managers may improve project performance by evaluating their project team collaboration

using the following six factors: communication, coordination, balance of member contributions, mutual support, effort and cohesion. Improving these factors within a project team shall enhance project performance. The research found that quality culture and provision of contextual support (e.g., training) were intimately linked to top management commitment to quality. Quality culture was enhanced when contextual support was provided to project teams. Team effectiveness factors at the organisational level collectively influenced team effectiveness at the project level. Client satisfaction with project quality, cost, and duration was linked to top management commitment to quality. Team satisfaction was related to a quality culture and the provision of contextual support. Team stability was found to strongly influence team composition. Client satisfaction with project outcomes was related to team effectiveness at the project level regarding decision making and adequate skills; while team satisfaction was linked to trust, social support, and communication.

Theresia and Antonio (2022) conducted a study to establish the effectiveness of team building as deployed by manufacturing companies in Asia. The study findings established that effective team building result in a more cohesive workforce and improved communication between teams and across the management hierarchy. It also cultivates a united team with reduced incidences of in-fighting and better mean-time completion of tasks. The study concluded that effective team building also yields trust and dependability between employees and management alike. Smith and Gu (2019) indicated that project management tools, project management best practices, and support are important to project success. Harmonious relationships among team members lead to extrinsic motivation within project teams and enhance team and project performance.

Robbertse (2019) sought to determine the influence of the project managers' skills on construction productivity in South Africa. The study used a quantitative research approach. A structured questionnaire was used to collect data. Findings showed that the project managers' skills affect construction productivity. Incompetent supervising and management, poor leadership skills, lack of labor and skills and experience, and poor communication were indicated as the main factors that influence productivity. The project managers' main skills affecting construction productivity include communication and leadership skills. Gicovi and Rugendo (2019) examined the influence of team management practices on community projects in Embu County. . The study adopted a descriptive-correlational study design. Questionnaires were used to collect data from 32 project managers. Results showed that there exists strong positive correlation between team management practices and performance community-based projects. Team management practices explained a high variance on performance of community-based projects.

Musili and Nyang'au (2022) studied influence of project team management practices by focusing on four objectives, team identification, team building. The study adopted stratified sampling technique of the 239 rural electrification projects to get a sample size of 150. Data was collected using semi- structured questionnaires. The study findings found that team identification, team building, had a positive and significant influence on performance of rural electrification projects. The study recommended that hiring process of project team members should be open and fair and it should be based on the skills requirement and qualifications this will ensure the right team members are selected. Waweru, (2018) conducted a study on Influence of teamwork approach on project performance: a case of road construction in Kericho County, Kenya. The study established that teamwork approach has proved to be an efficient way of achieving good performance in projects or within organization. The study established that team trust, team leadership, team spirit, recognition and reward had positive significant relationship with project performance.

RESEARCH METHODOLOGY

The study adopted a descriptive research design. According to NGO Council, there are 40 NGOs in the Heath sector in Nairobi County The unit of observation was 379 project managers that oversee implementation of health projects in the NGOs In this study, the sampling frame was 379

health projects implemented by NGOs in the health sector. The sample size of 194 was determined using Yamane 1967 formula The study adopted stratified random sampling. The study used questionnaires for data collection. Structured questionnaires were developed as per the objectives of the study. A pilot study was conducted to test the questionnaire reliability and validity. According to Singh and Masuku (2014) the size of a sample for pre-testing should be between 5-10% of the sample. Therefore, 19 project managers take part in the pilot. The pilot respondents will not take part in the actual study. Quantitative data was coded and analyzed using Statistical Package for Social Sciences (SPSS) Version 28. Data was analyzed using both descriptive statistics (frequency, percentage, mean) and inferential statistics (Pearson correlation and regression).

RESEARCH FINDINGS AND DISCUSSION

The study selected a sample of 194 project managers that oversee implementation of health projects in NGOs in the Health sector in Nairobi city County. In pilot 19 respondents were used to check the pre-test of data collection instruments hence the remaining 175 were administered with questionnaire for final data collection of which 158 were filled and returned, representing a response rate of 90.3%. As indicated by Metsamuuronen (2017), a response rate that is above 50% is considered adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

Descriptive Data Analysis

Resource Allocation

The first objective of the study was to examine the effect of resource allocation on performance of donor funded health projects in Nairobi City County, Kenya. Respondents were requested to tick on the extent to which they agree with listed statements on Resource allocation. Table 1 presents summary of the findings obtained.

Table 1: Descriptive Statistics for Resource Allocation

Key: 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree, 5-Strongly agree.

Statements	Mean	Std. Dev.
There are established resource allocation plans that guide resource allocations	3.886	0.991
Material resource planning (MRP) is carried out to estimate the quantities of inventories needed to implement IT projects	3.771	0.872
There are computer networks to coordinate resource allocation activities	3.725	0.383
There are different sources of funds to finance IT projects	3.672	0.984
State of art technologies are utilized to analyze the collected data during evaluations	3.667	0.652
There is timely allocation of resources needed in implementing projects	3.655	0.077
There is always adequate and efficient allocation of resources needed in implementing IT projects	3.593	0.353
Aggregate Score	**3.710**	**0.616**

The finding show that the respondents were in agreement that there are established resource allocation plans that guide resource allocations (M= 3.886, SD= 0.991); that material resource planning (MRP) is carried out to estimate the quantities of inventories needed to implement IT projects (M= 3.771, SD= 0.872); and that there are computer networks to coordinate resource

allocation activities (M= 3.725, SD= 0.383). Respondents were further in agreement that there are different sources of funds to finance IT projects (M= 3.672, SD= 0.984); that state of art technologies are utilized to analyze the collected data during evaluations (M= 3.667, SD= 0.652); that there is timely allocation of resources needed in implementing projects (M= 3.655, SD= 0.077); and that there is always adequate and efficient allocation of resources needed in implementing IT projects (M= 3.593, SD= 0.353).

The findings supported by an aggregate mean of 3.710 (SD= 0.616) show that respondents were in agreement that resource allocation affected performance of donor funded health projects in Nairobi City County, Kenya. The findings align closely with the results of Nair and Shashi (2016) which underscore the significant influence of effective resource allocation on project success, mirroring the observed agreement among respondents regarding the impact of resource allocation on donor-funded health projects. Similarly, Gashuga, Kule, and Ndabaga (2016), research in Rwanda provides empirical evidence of the positive effects of fund management on project delivery and resource utilization, reinforcing the notion that appropriate resource allocation contributes significantly to project outcomes. Therefore, these studies offer empirical support for the observed agreement among respondents regarding the influence of resource allocation on the performance of donor-funded health projects in Nairobi City County, Kenya.

Task Management

The second objective of the study was to establish the effect of task management on performance of donor funded health projects in Nairobi City County, Kenya. Respondents were asked to indicate the extent to which they agree with listed statements on Task management. Table 2 presents summary of the findings obtained.

Table 2: Descriptive Statistics for Task Management

Key: 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree, 5-Strongly agree.

Statements	Mean	Std. Dev.
The selection process of the project team is open and fair	3.961	0.847
Skills requirement is considered important in selection of team members	3.934	0.214
Communication of task to team members impacts performance and productivity	3.826	0.784
Tasks are effectively allocated to the project team	3.813	0.825
Project team member undergo training to improve their skills	3.735	0.908
The roles and responsibilities are clearly stated to the project team members	3.696	0.911
The accuracy level of the project team selection determines the success of the project	3.638	0.51
Aggregate Score	**3.800**	**0.714**

The findings show that there was agreement among respondents that the selection process of the project team is open and fair (M= 3.961, SD= 0.847); that skills requirement is considered important in selection of team members (M= 3.934, SD= 0.214); and that communication of task to team member's impacts performance and productivity (M= 3.826, SD= 0.784). Respondents further agreed that tasks are effectively allocated to the project team (M= 3.813, SD= 0.825); that project team member undergo training to improve their skills (M= 3.735, SD= 0.908); that the roles and responsibilities are clearly stated to the project team members (M= 3.696, SD= 0.911); and that the accuracy level of the project team selection determines the success of the project (M= 3.638, SD= 0.51).

The findings supported by an aggregate mean score of 3.800 (SD= 0.714) show that respondents agreed that task management affected performance of donor funded health projects in Nairobi City County, Kenya. The findings align closely with the research conducted by Al Shatti (2018) and Robbertse (2019), both of which investigate the relationship between task management and project performance in different settings. Al Shatti's study, focusing on teamwork quality and project effectiveness, shared insights into the importance of effective task management for achieving project objectives, which resonates with the observed agreement among respondents regarding the impact of task management on health projects in Nairobi City County. Similarly, Robbertse's research on the influence of project managers' skills on construction productivity provided empirical evidence of the significance of task management skills, such as communication and leadership, in enhancing project outcomes. Therefore, these studies offer empirical support for the observed agreement among respondents regarding the influence of task management on the performance of donor-funded health projects in Nairobi City County, Kenya.

Project Performance

Study's main objective was to determine the effect of resource management practices on performance of donor funded health projects in Nairobi City County, Kenya. Respondents were requested to indicate the extent to which they agree with listed statements on project performance. Table 3 presents summary of findings obtained.

Table 3: Descriptive Statistics for Project Performance

Key: 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree, 5-Strongly agree.

Performance indicators	Mean	Std. Dev.
Project clients are satisfied	3.958	0.068
The projects meet time objective	3.928	0.434
Projects are delivered within set budget	3.917	0.304
Project realizes its benefits	3.891	0.803
Project beneficiaries are satisfied	3.561	0.598
Aggregate Score	**3.851**	**0.441**

The findings show agreement among respondents that Project clients are satisfied (M= 3.958, SD= 0.068); that the projects meet time objective (M= 3.928, SD= 0.434); that projects are delivered within set budget (M= 3.917, SD= 0.304); that project realizes its benefits (M= 3.891, SD= 0.803); and that project beneficiaries are satisfied (M= 3.561, SD= 0.598). The findings are reinforced by the study conducted by Nair and Shashi (2016), which examined the impact of resource allocation on project success in software projects. Their research likely reflects the importance of delivering projects within set budgets and meeting time objectives, as indicated by the high mean scores in these areas. Additionally, Gashuga, Kule, and Ndabaga's (2016) study on fund management and project performance in Rwanda may provide further insights into client satisfaction and realization of project benefits, aligning with the observed agreement among respondents in Nairobi City County regarding these aspects. Therefore, these studies offer empirical support for the findings indicating satisfaction among project clients, adherence to time and budget objectives, realization of project benefits, and beneficiary satisfaction in donor-funded health projects within Nairobi City County, Kenya.

Pearson Correlation Analysis

Table 4: Correlations Analysis

		Performance of health projects	Resource allocation	Task management
Performance of health projects	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	158		
Resource allocation	Pearson Correlation	.769**	.093	
	Sig. (2-tailed)	.000	.057	
	N	158	158	
Task management	Pearson Correlation	.792**	.175	1
	Sig. (2-tailed)	.000	.056	
	N	158	158	158

There is a strong positive correlation between performance of health projects and resource allocation ($r = 0.769$, $p = 0.000$). This indicates that effective resource allocation is associated with better performance of health projects. When resources are allocated efficiently and effectively, projects are more likely to meet their objectives and deliver successful outcomes. This finding is consistent with the research of Nair and Shashi (2016), who demonstrated the significant impact of resource allocation on project success in software projects.

There is a strong positive correlation between performance of health projects and task management ($r = 0.792$, $p = 0.000$). This indicates that effective task management is strongly associated with better performance of health projects. When tasks are managed efficiently and effectively, projects are more likely to be completed on time, within budget, and to the satisfaction of stakeholders. This finding is consistent with the research of Al Shatti (2018), who demonstrated the significant impact of teamwork quality on project effectiveness in multiple-project management settings.

Regression Analysis

The model summary was used to establish the amount of variation in performance of donor funded health projects in Nairobi City County, Kenya as a result of changes in resource management practices (resource allocation, and task management). Table 5 presents the findings.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843[a]	.711	.710	.45908

a. Predictors: (Constant), Task management, Resource allocation

The model summary indicates that the overall model, which includes predictors task management, and resource allocation, has a high level of explanatory power for the performance of health projects, as evidenced by an R-square value of 0.711. This means that approximately 71.1% of the variance in the performance of health projects can be explained by the combined influence of these predictors. The adjusted R-square, which takes into account the number of predictors in the model, is slightly lower at 0.710 but still indicates a good fit. Therefore, the model summary indicates that the combination of task management and resource allocation is a strong predictor of health project performance, providing valuable insights for effective project management strategies in the health sector.

The study also computed the analysis of variance(ANOVA) which was used to test whether the fitted model was significant. Significance of the model was tested at 5% confidence interval.

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.810	4	20.952	99.418	.000[b]
	Residual	36.671	174	.211		
	Total	120.480	178			

a. Dependent Variable: Performance of health projects
b. Predictors: (Constant), Task management, Resource allocation

The ANOVA results indicate that the regression model, which includes predictors such as task management and resource allocation, is statistically significant in explaining the variation in the performance of health projects ($F(4, 174) = 99.418$, $p < 0.05$). This suggests that the combined influence of these predictors significantly contributes to the prediction of health project performance. The regression model accounts for a substantial portion of the variance in performance. These ANOVA results provide strong evidence that the regression model is a good fit for predicting the performance of health projects based on task management, resource capacity planning, resource estimation, and resource allocation.

Having established that the model was significant, the coefficients table was used to fit the regression model. The beta coefficients of the study variables are as shown in Table 7

Table 7: Beta Coefficients of the Study Variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.249	.207		1.206	.229
	Resource allocation	.308	.080	.300	3.835	.000
	Task management	.375	.070	.413	5.363	.000

a. Dependent Variable: Performance of health projects

From the beta coefficients table, the following regression model was fitted:

$$Y = 0.249 + 0.308 X_1 + 0.375 X_2$$

Resource allocation demonstrates a beta coefficient of 0.308 with a highly significant p-value of 0.000. This indicates that for every one-unit increase in resource allocation, there is a corresponding increase of 0.308 units in the performance of health projects. The statistically significant relationship emphasizes the critical role of efficient resource allocation in driving project success. This finding resonates with the research by Anunda (2016), which assessed the success factors of projects funded by NGOs in Nairobi County. The study highlighted the importance of allocating sufficient funds to projects for successful implementation, suggesting its relevance to resource allocation practices in health projects.

Task management demonstrates the highest beta coefficient of 0.375 with a highly significant p-value of 0.000. This indicates that for every one-unit increase in task management, there is a corresponding increase of 0.375 units in the performance of health projects. The strong and statistically significant relationship underscores the crucial role of effective task management in driving project success. This finding resonates with the research by Gicovi and Rugendo (2019), which examined the influence of team management practices on community projects in Embu County. The study highlighted the positive correlation between effective team management practices and project performance, suggesting its relevance to task management practices within health projects.

Conclusions

The study findings highlight the substantial impact of resource allocation on the performance of donor-funded health projects in Nairobi City County, Kenya, indicating that improvements in this area positively influence project performance. Thus, the study concluded that effective resource allocation practices, including established allocation plans, timely resource allocation, and utilization of appropriate technologies, are essential for maximizing the success of health projects in Nairobi City County.

Finally, the study findings suggest that effective task management significantly influences the performance of donor-funded health projects in Nairobi City County, Kenya, indicating that enhancements in this aspect lead to improved project performance. Hence, the study concludes that ensuring open and fair team selection, emphasizing skills requirement, and facilitating effective communication and task allocation are vital for optimizing the success of health projects in Nairobi City County.

Recommendations

To improve project performance, it is recommended to enhance resource allocation practices in donor-funded health projects in Nairobi City County. This can involve establishing clear resource allocation plans, ensuring timely allocation of resources, and utilizing computer networks to coordinate allocation activities effectively. Moreover, diversifying funding sources to finance projects and leveraging state-of-the-art technologies for data analysis during evaluations can enhance resource allocation efficiency. Continuous monitoring and evaluation of resource allocation processes are crucial for identifying areas for improvement and making necessary adjustments.

To enhance project success, it is recommended to improve task management practices in donor-funded health projects in Nairobi City County. This can involve ensuring an open and fair selection process for project teams, emphasizing the importance of skills requirement in team selection, and facilitating effective communication of tasks to team members. Additionally, training programs can be organized to enhance the skills of project team members, and roles and responsibilities should be clearly stated to ensure clarity and accountability. Furthermore, the accuracy of project team selection should be prioritized to maximize project success.

Areas for Further Studies

Comparative studies across different counties could provide insights into variations in resource management practices and their impact on project performance. Moreover, qualitative research focusing on stakeholders' perspectives, including project beneficiaries and healthcare providers, could offer deeper insights into the challenges and opportunities associated with resource management in health projects. Furthermore, research examining the role of external factors, such as policy changes or economic conditions, in influencing resource management and project outcomes could contribute to a more comprehensive understanding of the dynamics at play in donor-funded health projects.

REFERENCES

Abdi, A. (2020). *Resource Management Practices and the Performance of Road Infrastructure Projects in Wajir County, Kenya*. Unpublished Master's Thesis, Kenyatta University

Abdullah, A. (2015). *Understanding Applications of Project Planning and Scheduling in Construction Projects.* Lund University: USA: Department of Construction Sciences.

Al Shatti, L. (2018). *Investigating the Impact of Teamwork Quality on Project Effectiveness in a Multiple-project Management Setting*. Proceedings of the 2nd European Conference on

Industrial Engineering and Operations Management (IEOM) Paris, France, July 26-27, 2018

Alam, M. D., & Gühl, U. F. (2016). *Project-Management in Practice.* In Project-Management in Practice. https://doi.org/10.1007/978-3-662-52944-7

Alemseged, H. (2018). *The Effect of Project Cost Management Practices on the Overall Project Success.* Unpublished Master's Thesis, Addis Ababa University

Alharbi, B. (2022). *Factors Influencing Project Team Effectiveness to Achieve Quality of Building Projects in the Kingdom of Saudi Arabia*. Queensland University of Technology

Anunda, S. (2016). *Factors influencing the performance of projects implemented by NGOs in the health sector: A case of HIV/AIDS projects in Nairobi City County, Kenya*. Unpublished Thesis: University of Nairobi.

Bulle, H., & Makori, M. (2015). Influence of strategic planning on performance of urban road projects in Kenya; A case of Kenya Urban Roads Authority. *The Strategic Journal of Business and Change Management*, 2(91), 1285 – 1313

Burkova, I. & Titarenko, B. (2019). *Resource allocation problem in project management*. E3S Web of Conferences 97, 01003 (2019)

Chan, W. T., Chua, D. K., & Kannan, G. (2018). Construction resource scheduling with genetic algorithms. *Journal of construction engineering and management*, 122(2), 125-132.

Chepng'eno, J., Kimutai, G. (2021). Planning and resource allocation as project integrated management skills on sustainability of road projects. *International Academic Journal of Information Sciences and Project Management*, 3(6), 443-460.

Cherkaoui, K., Baptiste, P., Pellerin, R., Perrier, N., & Hait, A. (2017). Proactive tactical planning approach for large scale engineering and construction projects. *Journal of Modern Project Management*, 96.

Chika, E. (2021). Human Resource Forecasting and Employee Resourcefulness: A Review of Literature. *Saudi Journal of Business Management Studies,* 6(10)405-411

Engwall, M., & Jerbrant, A. (2018). The resource allocation syndrome: the prime challenge of multi-project management? *International journal of project management,* 21(6), 403-409

Epstein, D. (2018). Project Estimating Process. PM World Journal, 3(11)

Gashuga, D., Kule, J. W., &Ndabaga, E. (2016). Effect of funds management on project performance in Rwanda; Case study of Dairy Community Processing Center ProjectBurera District. *International Journal of Scientific and Research Publications*, 6(10), 628-649

Gicovi, N.& Rugendo, C. (2019). Influence of Team Management Practices on Performance of Community-Based Projects in Embu County, Kenya. *European Scientific Journal*, 15(10)293-313

Günhan, S., & Arditi, D. (2007). Budgeting owner's construction contingency. *Journal of Construction Engineering and Managemen*t. 133:7(492

Jin, G. (2019). Management of the designe process: human resource allocation in factory of the future (Doctoral dissertation, Bordeaux)

Kangwa, J., & Ebohon, O. J. (2019). Exploring the perceptions of construction SMEs on appropriate supporting policies for growth and development by the Qatari government for effective participation in infrastructure procurement and delivery for the 2022 World Cup. *Association of Schools of Construction of Southerns Africa*, 12, 35-61

Khan, A. S., & Rasheed, F. (2015). Human resource management practices and project success, a moderating role of Islamic Work Ethics in Pakistani project-based organizations. *International Journal of Project Management*.

Kisamo, L. & Mokaya, O. (2019). Project Management Skills and Performance of Construction Projects in Tanzania; A Case of Selected Construction Firms in Mwanza. *International Journal of Social Science and Humanities Research*, 7(2) 363-370

Kogi, D. M. (20183). *Factors influencing the effectiveness of implementation of the economic stimulus programme (Esp). The case of construction projects in Nairobi City County, Kenya* (Doctoral dissertation, University of Nairobi) \

Makokha, T. & Ngugi, L. (2023). Influence of Resource Allocation on Project Implementation by Busia County Government, Kenya. *International Journal of Management and Commerce Innovations*, 10(2)55-60

Manhart, A., Vogt, R., Priester, M., Dehoust, G., Auberger, A., Blepp, M., ... & Kosmol, J. (2019). The environmental criticality of primary raw materials–A new methodology to assess global environmental hazard potentials of minerals and metals from mining. *Mineral Economics*, 32(1), 91-107

Meredith, J. R., Shafer, S. M., & Mantel Jr, S. J. (2017). Project management: a strategic managerial approach. John Wiley & Sons

Musili, N. & Nyang'au, S. (2022). Project Team Management Practices and Performance of Rural Electrification Projects in North Eastern, Kenya. *Int. Journal of Social Sciences Management and Entrepreneurship*, 39(3) 142-153

Mutungi, S. (2018). *Factors Influencing the Practice of Resource Planning and Leveling in the Kenyan Construction Industry: A Survey of Contractors in Nairobi County*. Unpublished Doctorate Thesis, Jomo Kenyatta University of Agriculture and Technology

Muute, N. (2020). Project Planning Practices and Performance of Construction Projects in Nairobi City County, Kenya. *International Journal of Economics, Business and Management Research*, 3(7)118-133

Njeri, N. & Were, S. (2017). Determinants of Project Performance in Non-Governmental Organizations in Kenya, A Case Study of Hand in Hand Eastern Africa. *International Journal of Project Management* 1(4):61-79

Njiru, S. G. (2018). *Project management practices and implementation of projects in manufacturing companies in Nairobi City County, Kenya*.Unpublished MBA Project, Kenyatta University

Nouri, S., Riahi, L., Haji Nabi, K., & Jahangiri, K. (2020). Identifying Key Factors Related to the Resource Allocation in the Health Sector of the Iranian Oil Industry: Application of DEMATEL Method. *Health Scope*, 9(3). e97728

Obuba, O., & Kimutai, G. (2017). Resource Scheduling and Project Performance of International Not-For-Profit Organizations in Nairobi City County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 2(2), 199-217.

Omesa, J. E. O., Gachunga, H. G., Okibo, B. W., & Ogutu, M. O. (2019). Influence of Financial Resource Allocation On Implementation of Strategic Plans Within the County Governments of Kenya. *African Journal of Emerging Issues*, 1(2), 44-61.

Omollo, N. F., Ngacho, C., & Onyango, Y. J. (2017). Determining the effects of resource allocation on the performance of south Nyanza sugar company limited, Kenya. *International journal of social science and information technology*, 3(9), 2514-2520.

Rugiri, M. N., & Njangiru, J. M. (2018). Effect of Resource Availability on Performance of Water Projects Funded by Constituency Development Fund in Nyeri County, Kenya. *International Academic Journal of Information Sciences and Project Management*, 3(2), 378–393

Schwindt, C. (2016). Resource allocation in project management. Springer Science & Business Media.

Shash, A. A., & Qarra, A. Al. (2018). Cash Flow Management of Construction Projects in Saudi Arabia. *Project Management Journal*

Tsvetelina, M. (2019). A project managment system for time planning and resources allocation. 1299-1303. Conference: 2019 42nd International Convention on Information and Communication Technology, Electronics and Microelectronics (MIPRO)