RESOURCE MANAGEMENT AND IMPLEMENTATION OF DEVELOPMENT PROJECTS: A CASE OF PRODUCTIVE SECTOR DEVELOPMENT PROJECT IN MOGADISHU, SOMALIA

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A Research Project Submitted in Partial Fulfilment of the Requirement for the Award of Degree of Masters of Arts in Project Planning and Management of the University of Nairobi

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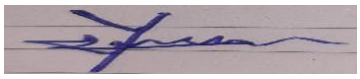
DECLARATION

This is my original research project and it has not been presented for the award of any degree in any other University

Signature……  … Date…24/04/2022…….

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This research project has been submitted for examination with my approval as the University supervisor

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DEDICATION

To my loving parents; Maryan Yusuf Mohamed and Jama Yasin Jama for always lending a hand and being there with me throughout my academic journey

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ABBREVIATIONS AND ACRONYMS

APA	American Psychology Association
FAO	Food and Agriculture Organization
FRM	Financial Resource Management
HRM	Human resource management
ICT	information and communication technology
ILO	International Labor Organization
MRM	Material Resource Management
PMI	Project Management Institute
PSDP	Productive Sector Development Project
RM	Resource Management
SME	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
TRM	Time Resource Management
UNIDO	United Nations Industrial Development Organization
WBG	World Bank group

ABSTRACT

When implementing development projects, the project resource manager is responsible for careful planning of finances, human resources, time and materials needed at every successive phase of the project. In Somalia, there seems to be a missing link in the way development projects are being implemented. The key problem seems to stem from the fact that the available resources have not been carefully planned for. The inquiry aimed at establishing the influence of resource management on implementation of development projects in Mogadishu, Somalia. More specifically, the inquiry explored financial resource management, human resource management, time resource management and physical resource management on implementation of development projects in Mogadishu, Somalia. The study was guided by resource based view. The study would important to policy makers, practitioners in the field of project management, the management of the respective development projects in addition to contributing towards existing theories and literature. Descriptive survey design was adopted targeting 1045 project coordinators, project technical advisors, staff and beneficiaries of Productive Sector Development Project. Stratified random sampling was adopted in selection of 289 participants as the study sample. The concerns of the respondents were gathered through questionnaire as the tool. Validity was ensured through the views of the supervisor and the experts while Cronbach Alpha coefficients were computed to establish reliability. The analysis of the views of the participants was done using descriptive and inferential means. The results of the study were expected to demonstrate the positive and significant role played by effective management of resources in implementation of development projects. The study established that financial resource management ($\beta=.161$, $p<0.05$), human resource management ($\beta=.195$, $p<0.05$), Time resource management ($\beta=.144$, $p<0.05$) and material resource management ($\beta=0.164$, $p<0.05$) were significant predictors of implementation of development projects in Mogadishu, Somalia. The study concludes that resource management significantly contributes towards implementation of development projects in Mogadishu, Somalia. The recommend that finance managers of the Productive Sector Development Project should diversify their sources of funds and reduce overreliance on external parties like donors. The project should always track and monitor the progress in execution of the Productive Sector Development Project to ensure the activities are carried out in time. All the existing assets and other physical facilities of Productive Sector Development Project should be utilized effectively while maintaining them regularly

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Development projects are implemented in a challenging environment where the future is so uncertain demanding relevant resources. Some development projects are implemented in highly remote and challenging locations around the world. As noted by Rodolfo (2017), there exists variation in orientation and size of the development projects although most of them are established with the common goal of creating benefit to the community at large. There are some relatively larger development projects, whose financing is done by institutions like the World Bank Group with key focus on infrastructure and education. All the development projects are implemented with the common goal of improving the living standards of people through livelihood initiatives and training opportunities (Li, Nie, Yang & Wang, 2017).

Scarcity of resources requires project managers to come up with plans on how the available resources should be utilized to implement the development project hence the resource management plan (Heeks & Stanforth, 2014). Careful planning of the limited resources in place provides an opportunity for project managers to carefully manage risks in projects and this facilitate successful implementation of the development projects. According to Paola (2019) resource management plan helps in anticipating the required resources towards completion of the project tasks. A relevant resource should be as detailed as possible and it will allow the project to be expeditiously approved by the stakeholders (Ndayisaba & Mulyungi, 2018).

It is at the planning phase of the project life cycle where resource management plans are designed for the project. An individual with the role as a project resource manager is the one charged with the role of overseeing the development of the resource management plans (Sicotte & Delerue, 2021). A relevant resource management plan helps in reduction of budgeting while supporting the need to forecast the expenses of the project. According to Project Management Institute (PMI), lack of sound resource management plan result into a situation where 48% of the projects may not meet their datelines, 43% will extend beyond the allocated budget and 31% will not attain their goals (Morris, 2021). This reinforces the fact that resource management plan is an important

aspect of project implementation efforts in any project organization. Resource management plans are part of the projects that are inevitable for project managers who seek to successfully implement their projects (Sicotte & Delerue, 2021).

In China, far reaching and rapid transition in development has resulted into intensified efforts to transform, the remote and rural parts of the country and particularly with the rise of new millennium. This has increased the trends with major emphasis on regional resources and their implication in formulation of rural development policies (Long, Tu, Ge, Li & Liu, 2016). Within the context of Turkey, Bilir and Yafez (2021) gathered 3210 projects with an estimated budget of$640 million for analyzing their success rates where it emerged that 48% of them are successfully completed while 45% are finally implemented although either outside the budgetary provisions, outside the timelines or even not fully implemented at all.

As demonstrated by Pinha and Ahluwalia (2019), poor management of resources significantly results into schedule slippage and cost overruns during implementation of the project in practice. These views are further supported by Khalid (2019) who observed that poor resource management results into significant negative implications on project success rates including the duration and the completion timelines coupled with delays. In the context of United Kingdom (UK), Kusimo, Oyedele, Akinade, Oyedele, Abioye, Agboola and Mohammed-Yakub (2019) established the challenges in resource management for sound project implementation stem from poor processes of managing data. In overcoming these challenges in resource management, the need to adopt big data approaches was recommended as this would allow integration of different forms of data relevant for managing resources (Kusimo et al., 2019).

In South Africa, a key challenge encountered during project implementation is inadequate resources to ensure that all projects have concurrently been staffed (Bhika, 2017). All projects resources need human resources since they are critical determinants of their success or failure. Successful implementation of the project is attained when performance criteria, timelines and budgetary provisions have been observed (Bhika, 2017). In Rwanda, Ndayisaba and Mulyungi (2018) attributed the failure of majority of the projects in the country to poor planning and management of the available limited resources. Majority of the project activities especially at the implementation phase in Rwanda are characterized by delay because the available resources are not adequate or the scarce one is not properly managed. In particular, Ndayisaba and Mulyungi

(2018) demonstrated that sound resource management can contribute to 83.7% of successful implementation of the projects. Within the context of Kenya, Ochieng (2014) observed that it is important for project managers to be realistic when it comes to resources, scope and timelines and provide their support as the project progresses through the implementation phase.

Somalia has undergone two decades of conflicts that adversely affected the growth of the economy even as efforts are being made to recover. The conflicts had long lasting implications on infrastructure; public facilities and road system since majority of these development projects were diversely damaged and destroyed during war witnessed in the past two decades. This situation has resulted into a state where there is limited economic infrastructure to stimulate development of enterprises and support the growth of the economy in Somalia. This has reduced the rate of investment in productive sector of the economy in Somalia. Therefore, in order to unlock the potential of international partner's support towards development of Somalia, the Productive Sector Development Project (PSDP) was designed and implemented by the United Nations Industrial Development Organization (UNIDO) in partnership with the Food and Agriculture Organization (FAO) and the International Labor Organization (ILO). Through this PSDP, the three agencies (UNIDO, ILO & FAO) strive to leverage their core experience and expertise for creating an enabling environment to ensure there is sustainable development of the productive sectors in Somalia. This noble objective is to be realized through improving the capacity of regulators of the productive sectors, develop infrastructure for productive sector growth and enhance the production capacity and skills of farmers and small business owners.

There are several components that collectively determine the resource management: finances, human resources, materials and time. Finance is one of the most important resources needed during the implementation of development projects. It had for project managers to implement projects when adequate financial resources have not been planned for. People are critical resources in implementation of project hence the need for human resource plans. Effective human resource planning helps in improving staff productivity while reducing labor costs which allow the project to be implemented within established budgets. Different materials needed to be procured to be used in different departments on a daily basis during implementation of projects hence the need for material resource plan. Indeed, material resource plan provides an overview of the quantities of physical materials needed on a daily basis by the project staff. In most cases, issues related to

materials are the one that significantly contribute towards cost overruns during project implementation phase. According to Donyavi and Flanagan (2009), material contributes 30-70% of the overall costs of the project. Thus, proper material resource plan is an important factor contributing to successful implementation of the projects. Projects are designed to be implemented within some specified duration which calls for time resource plan. In fact, time is one of the criteria used to determine success of the project.

1.2 Statement of the Problem

From a developmental point of view, Somalia is among the under-developed countries around the globe, largely because of the long decades of civil wars witnessed in the country. It is estimated that 73% of the entire population of Somalia live below $2 on a daily basis while 43% live on less than $1 per day (Polastro, 2010). The key issues being faced in Somalia include poor infrastructure and weak state institutions with limited capacity. It is against this background that PSDP was designed to implement in Somalia. When implementing development projects, the project resource manager is responsible for careful planning of finances, human resources, time and materials needed at every successive phase of the project. In Somalia, there seems to be a missing link in the way PSDP is being implemented. The key problem seems to stem from the fact that the available resources have not been carefully planned for. The three implementing agencies (UNIDO, ILO & FAO) work independently as opposed to working in close collaboration during the implementation of PSDP.

The available literature includes Bimha (2019) who used a case of Kingdom of Eswatini to bring out the issues during implementation of community projects. Challenges were revealed by the study to include a cut in the budget, cost overruns, poor quality and taking too long to clear projects. The study conducted by Umulisa, Mbabazize and Shukla (2015) focused on Rwanda looking at project resource planning practices and their effect on performance of the projects where a significant interplay was registered. However, conceptual as well as contextual gaps are presented by these studies that the present inquiry sought to bridge.

1.3 Purpose of the Study

The purpose of the study was to establish the influence of resource management (RM) on implementation of development projects in Mogadishu, Somalia

1.4 Research Objectives

The study was guided by the following objectives:

i. To assess the influence of financial resource management on implementation of development projects in Mogadishu, Somalia

ii. To analyze the influence of human resource management on implementation of development projects in Mogadishu, Somalia

iii. To establish the influence of time resource management on implementation of development projects in Mogadishu, Somalia

iv. To investigate the influence of physical resource management on implementation of development projects in Mogadishu, Somalia

1.5 Research Questions

The study sought to provide answers to the following research questions:

i. What is the influence of financial resource management on implementation of development projects in Mogadishu, Somalia?

ii. What is the influence of human resource management on implementation of development projects in Mogadishu, Somalia?

iii. How does time resource management influence the implementation of development projects in Mogadishu, Somalia?

iv. What is the influence of physical resource management on implementation of development projects in Mogadishu, Somalia?

1.6 Research Hypotheses

The study sought to test the following null hypotheses:

H_{01}: Financial resource management has no significant influence on implementation of development projects in Mogadishu, Somalia

H_{02}: Human resource management has no significant influence on implementation of development projects in Mogadishu, Somalia

H_{03}: Time resource management has no significant influence on implementation of development projects in Mogadishu, Somalia

H_{04}: Physical resource management has no significant influence on implementation of development projects in Mogadishu, Somalia

1.7 Significance of the Study

The policy makers responsible for formulating policies on development projects in Somalia would be guided by the results of this study to make informed policies that would lead to success of these projects. The policy makers at the Productive Sector Development Project would be in position to develop relevant policies regarding resource management by borrowing information from this study.

The practitioners would gain relevant insights on the interaction between resource management and successful implementation of the projects. This would guide them on how best to optimize the scarce resources they have in hand in light of the unlimited demands and priorities to ensure successful implementation of the projects.

The project managers implementing development projects in Somalia would gain relevant insights on the need to embrace resource management and adhere to them during the implementation of their projects. The inquiry would boost the knowledge of the leaders and project management on project implementation success factors in development projects. The inquiry would allow the project managers to gain insight on how best to implement their projects within established timeframes and budget constraints. The study would contribute towards environmental

sustainability concerns including realization of the Sustainable Development Goals by suggesting relevant ways of managing the available scarce resources without wastage.

1.8 Assumptions of the Study

The study assumed that respondents would share reliable and honest information for analysis. The study further assumed that quantitative approach would be ideal in exploring the influence of RM on project implementation. It is also assumed that the four variables (FRM, HRM, TRM and MRM) all have a linear relationship with project implementation. This assumption supported testing of hypotheses using regression analysis.

1.9 Delimitations of the Study

Delimitations are simply the attributes that provide definition of scopes and limits of the inquiry (Vladu et al., 2012). In this regard, the study focused on resource management and project implementation. The study focused development projects, specifically the Productive Sector Development Project. The study was done in Mogadishu, Somalia. Mogadishu was selected upon as the study areas because it was centrally located besides being the capital city of Somalia and this made it easier when it came to collection.

1.10 Limitations of the Study

Limitations are the weaknesses of the study that the researcher may lack control over (Leedy & Ormrod, 2010). COVID-19 pandemic was a limitation during gathering of data from the respondents, as some of them may have developed fear of handling physical questionnaires for fear of being affected by the Virus. However, all COVID-19 protocols were observed including social distancing, wearing of masks and sanitization during the administration of the questionnaire to respondents.

1.11 Definition of Significant Terms

Financial resource management (FRM) it is used in this study to involve budgeting, financial forecasting, determination of the sources of funds and financial prudence. Proper financial management is the foundation of project success.

Human resource management (HRM) it is used in this study to include hiring and recruitment, staff training and development, staff remuneration and performance appraisal. Human resources need to be properly managed in order to contribute towards project success.

Implementation of development projects include access to job opportunities, access to skills development programmes, access to economic opportunities and MSMSEs development services. Successful implementation of the development projects greatly contribute towards the growth of the economy

Physical resource management (MRM) covers procurement of material, availability of material, storage of material and plan for repair and maintenance of the material. A project organization should effectively leverage these physical resources in order to remain successful

Time resource management (TRM) includes schedule development, tracking project progress, progress reporting and datelines and deliverables. Successful execution of the project activities require proper planning and organization to utilize time very well.

1.12 Organization of the Study

This proposal is organized into three chapters. The first chapter is the introduction and it lays the foundation for the subsequent chapters by covering the background of the study, statement of problem, objectives, research question, hypotheses, significance, assumption, delimitation, limitation and definition of terms. Chapter two focuses on review of literature on financial resource management, human resource management, material resource and time resource as they relate with project implementation. Chapter three discusses methodology covering research design, target population, methods of carrying out sampling, data collection and analysis.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter is set out to review literature on implementation of development projects, FRM, HRM, MR and TR. The theorized link in the study variables is also illustrated besides the conceptual framework.

2.2 Implementation of Development Projects

Implementation is one of the phases within the project life cycle and it should be informed by the resource management in place. Implementation comprises of a set of activities carried out to accomplish given tasks. From the development perspective, projects are believed to be basic building agents of development and key instruments for grants and credit. During implementation, the project is passed through bureaucratic and strong procedures and guidelines like requirements for monitoring and evaluation and reporting. Mbwele (2018) focus was on establishing the factors that influence implementation of development projects. Some of the identified issues include procurement method, supplier selection, financial resources and information and communication technology (ICT).

The study by Chege (2018) showed that effective planning, monitoring and evaluation and participation of the stakeholders are key issues that enhance effective implementation of development projects. Traditionally, successfully implemented project is one that has been put in place within required time, quality specifications and costs while being accepted by the beneficiaries. Cost is one of the considerations as the project progresses throughout its lifecycle. Quality considerations determine the final output from the project. This will in turn influence the degree which the beneficiaries can readily accept the final project once it has fully been implemented.

In the context of PSDP as a development project in Somalia, among its objective is to enhance private and public sectors for job creation among women and youths. One of its goals is to ensure that Somali productive cooperatives and micro, small and medium enterprise (MSMEs) have

access to improved technologies, and skilled development interventions. Hence, the key indicators during the implementation of PSDP can revolve around access to job opportunities among youth and women, access to skills development programmes and facilitating access to finance by enterprises, access to economic opportunities, SME development services like technology sourcing and market access among Small and Medium Enterprises (SMEs).

2.3 Financial Resource Management and Implementation of Development Projects

Poor planning of the available funds can result into misuse and cost overruns that may affect full implementation of the development projects. Financial resource management recognizes the need for budgeting and forecasting of incomes and expenditures (Lytvynchenko, 2016). A budget and forecasts details the key sources of revenues and how they will be utilized in implementing the development projects. Informed by the nature of the topic, Eyibio and Daniel (2020) gathered views of participants through survey design. It emerged that resource budgeting is an important tool supporting project management. This meant that proper resource budgeting contributes towards success of the project.

Pinha and Ahluwalia (2019) did a study on flexible resource management as it relate with duration and cost of the project. In practice, the literature reviewed showed that schedule slippage and cost overruns result from poor resource planning. Aggor (2017) focused on building construction. The independent variables of the study include disputes on the site, environmental concerns, safety, quality and time. Budget has an instrumental position when executing projects. In an inquiry conducted by Kabue (2015), the independent variables covered include budgeting process, competence of employees and specification of donors as well as leadership. The study showed that budgeting contributes towards overall success of the project.

A study conducted in Rwanda by Siborurema, Shukla and Mbera (2015) focused on funding of the project and the link with performance. The funding considerations covered in the study include funding policy of the project, technical design and cost estimation. Performance was viewed in terms of the project implementation timeframe. Two groups of individuals formed the target population; one responsible for project funding and planning and the other group covering staff involved in project implementation. The study showed that estimation of costs and technical

design bring interference within the funding policy of the project and this has an inverse interaction with the scheduled implementation timeframe of the project.

Keng'ara (2014) carried out an inquiry on procedures for disbursing funds and their link with implementation of projects funded by doors. The conceptual framework guided the inquiry where disbursement of funds was the independent variable and implementation of the project was the dependent. Experts guided concerns about validity. The study noted concerns about delays in receipt of funds, cost overruns within the project and unresolved issues about audit reports. Minjire and Ogollah (2017) looked at the factors that inform programme based budgeting performance among Kenyan government entities. The inquiry was supported by survey as a design. It was shown that sufficient policies were in place to guiding the budgeting process; the development of procedures and policies was guided by the views of the experts and stakeholders.

The reviewed studies have reinforced a discussion that financial resource management is an important tool when it comes to projects. However, there seems to be scanty of this link in Somalia, as majority of the studies were conducted in other countries like Kenya. This creates gaps where the present study will seek to address by focusing on Mogadishu, Somalia with emphasis on Productive Sector Development Project.

2.4 Human Resource Management and Implementation of Development Projects

Human resource management helps to identify current and future needs of staff in the project organization so that they can fully implement development projects (Jainendrakumar, 2015). HRM is an important document in the project organization since it influence the future costs in the organization (Adhiambo, 2017). Given that people are one of the most critical resources in a project organization, resource management plan is of greater essence when it comes to determining the best way of how to manage these staff. A study was conducted by Sirshar, Liaqat and Siddique (2019) whose focus was on proper HRM and management of the projects. The study shared that human resources should be adequately utilized in the project organization to meet the formulated goals of the programme. It was discovered that concerns about HR plan include the need to hire experienced staff and planning for training of staff.

The study by Abuazoom, Hanafi and Ahmad (2017) looked at HRM practices and performance of the project. The study was conducted among construction projects in Libyan context and it largely focused on conceptualization of the role played by HR in performance of the projects. It was shown that HRM is an engine of performance of the projects. Imran and Zaki (2016) looked at human capital practices and success of the project. The inquiry conceptualized human capital to include skills, experience, knowledge and level of education and its contribution towards success of the organization. More specifically, the study showed that human capital related practices have a direct link with success of the projects. The key issues in human capital that were found to be significant include training and development of staff and trust and teamwork.

Ifediora and Keke (2019) shared that the quality of HR practices shape performance of the project. Demilliere (2014) did a study on HR and management of projects. It proper management of the project team is among the functions of HR. The study noted three concerns in HR which include selection, training and management. Dwivedula (2019) looked at HRM and management of projects. The inquiry leveraged 104 articles reviewed by peers. Project human resource is an engine for innovation within projects.

This section has reviewed literature on HRM plan and implementation. However, there is scanty of the same literature within the context of Somalia. Majority of the reviewed studies focused on other countries like Libya and Kenya and not Somalia. This create gap which the present study will seek to fill.

2.5 Time Resource Management and Implementation of Development Projects

Time is viewed as an extent which general conditions support the need to complete the project activities. Projects need to be implemented within established timelines. At the same time, time is recognized as an important indicator of success of the project (Chin & Hamid, 2015). Time is the scheduled completion of the project. According to PMBOK Guide, time management include the need to plan for schedules, identification and definition of project activities, estimating time for each activity and tracking the project activities. Time is viewed in terms of money and hence it need to be carefully planned for. Poor time management may result into delays in implementing the project activities in an organization. This may extent the project duration limits which has

adverse implications on costs. Poor time planning increases the equipment and labour costs needed during the implementation of the project (San-Cristóbal, Diaz, Carral, Fraguela & Iglesias, 2019).

Project scheduling is a process where start time for all the project activities are determined to ensure satisfaction of the resource constraints while optimizing some objectives. Schedule management planning determines the relevant activities that need to take place, as informed the duration (Hyvari, 2016). Suresh and Sivakumar (2019) did a study on schedule management plan and effectiveness in management of the projects. The study acknowledged that schedule management is a process where the whole project activities are controlled, scheduled and monitored entirely. The study showed that factors shaping management of schedules do not shape effectiveness in management of the projects.

A study focusing on construction projects in Malaysia by Chin and Hamid (2015) emphasized the practices of managing time. The study was justified by the fact that there was poor time management in the construction industry in Malaysia. It further acknowledged that proper time management lowers the risk of delays in completion of the project activities. The study focused on progress reports, process used to monitor work progress. The results showed that time management are an important factor contributing towards success of the projects.

2.6 Physical Resource Management and Implementation of Development Projects

Physical resource is the initiation activity that should be carried out with a lot of care in a project organization. Gulghane and Khandve (2015) noted that material resource management plan covers quantification, ordering and scheduling. Materials are physical items that are required during the daily activities in execution of the project activities. Material resource management plan incorporates activities that support purchase, storage and movement of materials during the implementation of projects. Jusoh and Kasim (2017) noted that management of material is an important activity contributing towards success. In particular, material management is important because success of every activity at the implementation phase of the project depend on availability of adequate materials. Zaha (2017) conducted a study that sought to bring out how material management impact delivery of the construction projects. The study was conducted in Maldives and information was gathered with aid of the questionnaire. It was shown that success of the project

requires careful planning and management of the available materials. The study showed that material management has significant contribution towards success of the project.

2.7 Theoretical Foundation

The study will be guided by resource based view whose proponents include Barney (1991), Selznick (1997) and Penrose (1999). The theory argues project organizations need to leverage the available resources in order to achieve the goals. These include people, material, finances and time that need to be carefully planned and managed for achieving the project goals and objectives. Project resources are classified into capabilities and assets (Perce & Robinson, 2007). Assets are classified into two categories covering the tangible and the intangible facilities. Human issues are viewed as the significant components of the intangible resources in a project organization that have an overall contribution towards project success.

Barney (2001) said that resources like finances and technologies can generate value that can easily be copied. However, other resources like the human resources are complicated and thus cannot be coped. In order to create benefit to the project organization, the resources in question should have some specific unique attributes like rareness and non-substitutability. It is hard for such resources to be replicated by competitors. This theory is relevant to the study because it raises the need for the project organization to plan and manage the existing resources in implementation of the projects.

2.8 Conceptual Framework

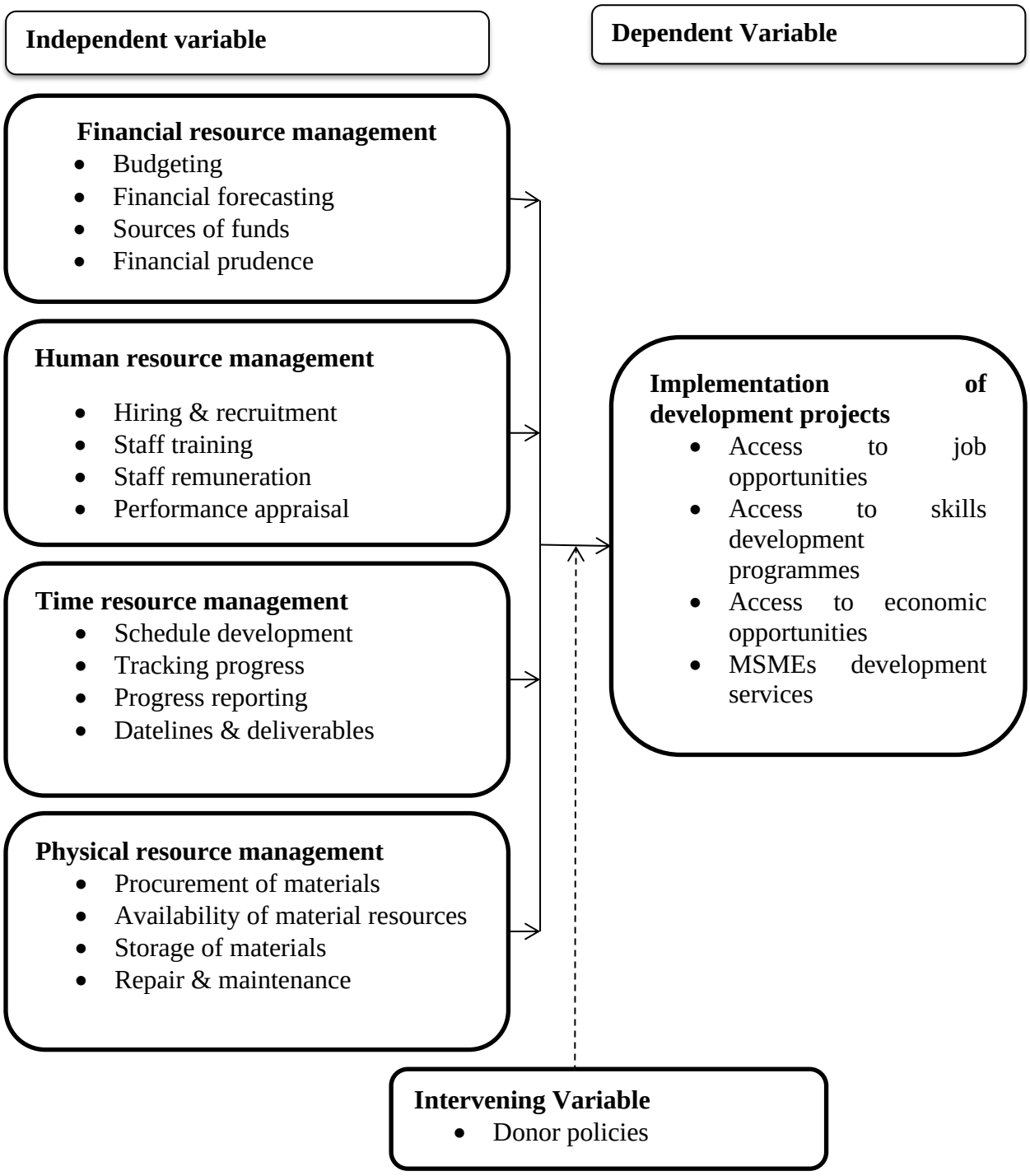

Figure 2.1: Conceptual Framework

2.9 Summary of Literature and Knowledge Gap Matrix

Table 2.1: Summary of Literature and Knowledge Gap Matrix

Author & Year	Study	Findings	Knowledge Gaps	Focus of Present study
Eyibio and Daniel (2020)	budgeting of resources as a project management tool	resource budgeting is an important tool supporting project management	The study covered project management tool as the dependent	Project implementation was covered
Kabue (2015)	key issues that inform budget process with a focus on projects funded by donors	Budgeting process, competence of employees and specification of donors as well as leadership were the identified issues	The study looked at budgeting as the independent variable	Budgeting was used as indicator of financial resource management
Abuazoom, Hanafi and Ahmad (2017)	HRM practices and performance of the project	HRM is an engine of performance of the projects	The study looked at project performance as the dependent variable	Project implementation was the dependent variable in the present study
Dwivedula (2019)	HRM and management of projects	success of the project is informed by project human resource as it is an engine for innovation within projects	The study looked at management of projects as the dependent variable	Implementation of development projects was the dependent variable
Suresh and Sivakumar (2019)	schedule management plan and effectiveness in management of the projects	factors shaping management of schedules do not shape effectiveness in management of the projects	schedule management plan was the independent variable	Time resource management was an independent variable with schedule development as an indicator
Chin and Hamid (2015)	the practices of managing time	proper time management lowers the risk of delays in completion of the project activities	It focused on construction projects in Malaysia	The present study focused on at development projects in Somalia

2.10 Summary of Literature

Literature on implementation of development projects, FRM, HRM, MR and TR has been reviewed. Literature on resource based view has also be reviewed to anchor with the study. The gaps have also been indicated and the conceptual framework showing the variables and indicators.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter details the research design, targeted population, and means of determining the the inquiry sample. Research instrument, the procedure for gathering and analysis of data are also detailed as well as the ethical considerations that are deemed to be relevant.

3.2 Research Design

This is a strategy adopted by an inquiry in realizing the stated objectives (Williams, 2007). The key role played by a research design is the fact that it provides an explanation on how to get answers to established research questions of the study. The specific issues of the study are well established and discussed through a research design (Crowther & Lancaster, 2012). This study embraced a descriptive survey design. Since the study aims at establishing the influence of resource management on implementation of development projects, a survey design allowed the researcher to gather relevant data to be used in achieving this objective.

3.3 Target Population

This is viewed as all the hypothesized sets of individuals, things and objects that are suitable to provide relevant information to address the research questions (Hair, Money, Samouel & Page, 2007, Walliman, 2010). The study targeted 1045 project coordinators, project technical advisors, staff and beneficiaries of Productive Sector Development Project as summarized in Table 3.1.

Table 3. 1: Target Population

Category	Population
Project coordinators	10
Project technical advisors	5
Project staff (HR, finance, procurement, M&E)	30
Project beneficiaries	1000
Total	**1045**

Source: PSDP (2020)

The project beneficiaries in Table 3.1 are further broken down as shown in Table 3.2.

Table 3. 2: Distribution of the Beneficiaries

Category	Population
Farmers	550
Small business owners	450
Total	**1000**

Source: PSDP (2020)

3.4 Sample Size and Sampling Procedure

The section details the sampling procedure and the sample size:

3.4.1 Sampling Procedure

Sampling procedure is the scientific process where sample elements are selected and included in the inquiry. The study adopted stratified random sampling to select respondents since the method is scientific and it gave every element an equal chance of being selected. Table 3.3 illustrated how the respondents will be selected through stratified random sampling.

Table 3.3: Sampling Procedure

Category	Population	Sample proportion	Sample size
Project coordinators	10	10/1045*100%=1.0%	1.0%*289=3
Project technical advisors	5	5/1045*100%=0.5%	0.5%*289=1
Project staff (HR, finance, procurement, M&E)	30	30/1045*100%=2.9%	2.9%*289=8
Project beneficiaries	1000	1000/1045*100%=95.7%	95.7%*289=277
Total	**1045**		**289**

3.4.2 Sample Size

Any smallest representative units of the rest of the population are referred to as sample size (Fellows & Liu, 2015). The below formula was instrumental in determination of the study sample size:

$$\mathbf{n = N / (1 + Ne^2)}$$

n = is the desired sample size

N = is the target population

e = is the acceptable margin of error estimated at 0.05 (at 95% confidence interval)

Therefore, sample size (n) = 1045÷ (1+1045 (0.0025))

= 1045÷ (1+2.6125)

= 1045÷3.6125

n= 289 respondents

3.5 Research Instruments

Data was collected from primary sources using a questionnaire. Ghauri, Grønhaug and Strange (2020) view questionnaire as a document that comprises of a set of questions that help in gathering the relevant responses. The advantages of using the questionnaire include the fact that they are cheap and it can be used to collect information from a huge number of respondents over a limited time frame (Orodho, 2009). The study selected upon the questionnaire because the selected respondents are deemed to be learnt and thus can easily read, interpret and provide relevant responses. Questionnaire was designed using closed ended items; this allows the researcher to obtain fixed responses from the questions in line with the objectives. The questionnaire had sections. The questionnaire had close ended questions to complement each other and facilitate the process of triangulation.

3.5.1 Pilot-Testing of the Research Instrument

A pilot study is a small-scale inquiry that is done to test the questionnaire before the actual data collection exercise (Christensen, Johnson, Turner & Christensen, 2011). The essence of the pilot study is to reduce possibility of respondents encountering issues as they fill in the questionnaire. Mugenda and Mugenda (2003) argue that a pilot study can be down using a population of 1-10% of the target population. In this regard, 5 respondents (being about 2% of the sample) were selected from Productive Sector Development Project in Mogadishu Somalia for piloting the instruments. Test-retest method was used during pilot testing where the questionnaire was first issued to a set of respondents within the first incidence and latter given to the same respondents after an interval of time.

3.5.2 Validity of the Research Instrument

Validity is reflected in the accuracy of the obtained data in the study as a representation of the variables (Mugenda & Mugenda, 2003). It is viewed in terms of how the how the test measure that

which it is supposed to indicate. As such, validity is used to gauge the meaningfulness and accuracy of the obtained results from an analysis (Orodho, 2009).The study tested for content validity by relying on opinions from experts and the supervisor. Experts in project management and the supervisor reviewed questionnaire's contents and made their own recommendations that were effected before actual data gathering.

3.5.3 Reliability of the Research Instrument

Reliable tools provide results that are consistent, even after going through several trials (Mugenda & Mugenda, 2003). Cronbach Alpha was adopted in ensuring the study tools were reliable. Values of above 0.7 signified reliability of the tools.

3.6 Data Collection Procedures

Relevant approvals were sought prior to actual data collection day. On the actual day, the researcher physically visited the offices of the PSDP for gathering of the participants' views. Participants were given a period of a week to capture in relevant information. This ensured that respondents had adequate time to share their relevant information in the questionnaire before being collected back by the researcher. When administering the questionnaire to the participants, the context details were captured for the making follow up.

3.7 Data Analysis Techniques

According to Greenfield and Greener (2016), data analysis helps to bring order in the raw facts gathered by the study. The gathered views of the participants were processed descriptively and inferentially. This was reinforced by SPSS version 24.

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

Where Y= Implementation of development projects

B_0 = Constant

β_1, β_2, and β_3 are Coefficients

ε = error term

X_1= financial resource management

X_2= human resource management

X_3= time resource management

X_4 is the physical resource

Tables were used to present the findings of the study.

3.8 Ethical Considerations

Research ethics refers to appropriateness of the actions undertaken by the researcher in regard to the rights of the respondents (Fowler, 2013). The researcher sought for a transmittal letter. A research permit from Ministry of Education in Somalia was sought in advance before carrying out this study. Consent of the respondents was sought in advance before they are allowed to take part in the study. The views of the participants in the inquiry were held confidentially. The information reviewed from diverse sources were appropriately acknowledged.

3.9 Operational Definition of Variables

Table 3.1: Operational Definition of Variables

Type of Variable	Indicators	Scale of measurement	Tool for Data collection	Tool for analysis
Independent Financial resource management	Budgeting Financial forecasting Sources of funds Financial prudence	Ordinal scale	Questionnaire	Frequencies & percentages Regression
Independent Human resource management	Hiring & recruitment Staff training & development Staff remuneration Performance appraisal	Ordinal scale	Questionnaire	Frequencies & percentages Regression
Independent Time resource management	Schedule development Tracking progress Progress reporting Datelines & deliverables	Ordinal scale	Questionnaire	Frequencies & percentages Regression
Independent Material resource management	Procurement of materials Availability of material resources Storage of materials Repair & maintenance	Ordinal scale	Questionnaire	Frequencies & percentages Regression
Dependent Implementation of development projects	Access to job opportunities Access to skills development programmes Access to economic opportunities MSMEs development services	Ordinal scale	Questionnaire	Frequencies & percentages

Source: Author (2021)

CHAPTER FOUR
RESEARCH FINDINGS

4.1 Introduction

The chapter is set out to present the results of analysis from the data that was obtained from the field. It covers the questionnaire return rate, reliability, the general information and the analysis of the variable using descriptive statistics. The findings of regression analysis are also detailed.

4.2 Questionnaire Return Rate

The overall study tool administered to participants in the inquiry were 289 and 191 gave their responses. This was as same as 66% return rate which was as per the views of Babbie (2010).

4.3 Reliability Results

Table 4.1 is an overview

Table 4.1: Reliability Results

	No of Items	Cronbach Alpha Coefficient
Financial resource management	5	.765
Human resource management	5	.987
Time resource management	5	.857
Material resource management	5	.773
Implementation of development projects	4	.788
Overall		**.834**

Table 4.1 gives an overall value of reliability as 0.834, with the values for the respective variables being above 0.7. This is consistent with Mugenda and Mugenda (2003) who observed that Cronbach Alpha Coefficient values above 0.7 provide an indication of reliable tools.

4.4 General Information

Consider Table 4.2.

Table 4.2: General Information

Gender		
	Frequency	**Percentage**
Male	135	70.7%
Female	56	29.3%
Level of education		
	Frequency	**Percentage**
No formal education	25	13.1%
College diploma	134	70.2%
University degree	30	15.7%
Masters	2	1.0%

The findings in Table 4.2 indicate that while 70.7% of the participants were male, 29.3% were female. In terms of education, the study noted that while 70.2% of the respondents had college diploma, 1% had masters.

4.5 Descriptive Statistics

The subsequent section details the findings of descriptive statistics on the objective variables.

4.5.1 Financial Resource Management

Table 4.3 is a summary.

Table 4.3: Financial Resource Management

Statements	SD	D	N	A	SA	Mean
There is a budget guiding the Productive Sector Development Project	0	5.8%	26.2%	55.5%	12.6%	3.75
Financial forecasting is conducted with regard to the Productive Sector Development Project	0%	8.4%	21.5%	64.4%	5.8%	3.68
The Productive Sector Development Project over relies on external sources of funds	0%	0%	24.6%	71.7%	3.7%	3.79
Some of the funds of Productive Sector Development Project are generated from internal sources	0%	0%	26.2%	62.3%	11.5%	3.85
The funds of Productive Sector Development Project are prudently utilized	0%	0%	35.6%	62.3%	2.1%	3.66

The results in Table 4.3 indicate that 71.7% of the participants were in agreement on the fact that the Productive Sector Development Project over relied on external sources of funds (M=3.79).

This means that the project obtained more funds from external parties like the donors among others. Additionally, 64.4% of the respondents agreed that financial forecasting was conducted with regard to the Productive Sector Development Project (M=3.68). The study established that 62.3% of the respondents were in agreement that some of the funds of Productive Sector Development Project were generated from internal sources (M=3.85). This means that the project relied on both internal and external sources of funds to run the operations. It emerged from 62.3% of the respondents that the funds of Productive Sector Development Project were prudently utilized (M=3.66). At the same time, 55.5% of the respondents were in agreement that there was a budget guiding the Productive Sector Development Project (M=3.75).

Based on the indicators set out in the conceptual framework with regard to project implementation, it can be argued that the funds obtained from both external and internal sources were utilized to open up job opportunities and implement relevant skills development programs to the beneficiaries of the Productive Sector Development Project.

4.5.2 Human Resource Management

Table 4.4 summarizes evidence

Table 4. 4: Human Resource Management

Statements	SD	D	N	A	SA	Mean
The hiring process of Productive Sector Development Project is based on qualifications	0%	3.1%	13.1%	74.9%	8.9%	3.90
Recruitment of new staff of the Productive Sector Development Project is based on the established competences	0%	18.3%	3.1%	65.4%	13.1%	3.73
Training is provided to staff of the Productive Sector Development Project	0%	0%	7.3%	67.5%	25.1%	4.18
Competitive remuneration is provided to staff of the Productive Sector Development Project	0%	4.7%	14.7%	63.4%	17.3%	3.93
Good staff performance at the Productive Sector Development Project is rewarded	0%	17.3%	16.2%	62.3%	4.2%	3.53

The results in Table 4.4 show that 74.9% of the respondents agreed that hiring process of Productive Sector Development Project was based on qualifications (M=3.90). It emerged from 67.5% of the respondents that training was provided to staff of the Productive Sector Development Project (M=4.18). From the results, 65.4% of the respondents agreed that recruitment of new staff

of the Productive Sector Development Project was based on the established competences (M=3.73). It was found out that 63.4% of the study participants shared that competitive remuneration was provided to staff of the Productive Sector Development Project (M=3.93). The study established that 62.3% of the participants in the inquiry noted that good staff performance at the Productive Sector Development Project was rewarded (M=3.53).

In light of the results in Table 4.4, it can be inferred that hiring of qualified staff allowed Productive Sector Development Project to implement relevant economic opportunity. This in turn allowed the project to positively impact on the growth of the economy.

4.5.3 Time Resource Management

Table 4.5 is an overview of findings

Table 4.5: Time Resource Management

Statements	SD	D	N	A	SA	Mean
Schedules are developed to guide execution of activities of the Productive Sector Development Project	0%	9.9%	22%	41.9%	26.2%	3.84
The progress made by the Productive Sector Development Project is regularly tracked	0%	3.1%	18.8%	73.8%	4.2%	3.79
Progress reports are generated to guide the status of the Productive Sector Development Project	0%	24.6%	7.9%	43.5%	24.1%	3.67
The milestones of the Productive Sector Development Project should be completed in the require timeline	3.7%	15.2%	18.8%	55.5%	6.8%	3.47
There are clear expected deliverables of Productive Sector Development Project that need to be realized in the require timelines	0%	0%	1.6%	19.4%	79.1%	3.77

Table 4.5 show that 79.1% of the respondents strongly agreed that there were clear expected deliverables of Productive Sector Development Project that needed to be realized in the require timelines (M=3.77). It was established that 73.8% of the respondents agreed that the progress made by the Productive Sector Development Project was regularly tracked (M=3.79). The inquiry showed that 55.5% of the study participants shared that milestones of the Productive Sector Development Project should be completed in the require timeline (M=3.47). It was shown that 43.5% of the participants in the inquiry shared progress reports were generated to guide the status of the Productive Sector Development Project (M=3.67). The findings of the study showed that

41.9% of the respondents showed that 41.9% of the participants agreed that schedules were developed to guide execution of activities of the Productive Sector Development Project (M=3.84).

In view of the results in Table 4.6, it can be inferred that clarity of the expected deliverables of Productive Sector Development Project contributed towards timely execution of skills development programs that in turn translated to creation of more employment opportunities.

4.5. Physical Resource Management

Consider Table 4.6.

Table 4.6: Physical Resource Management

Statements	SD	D	N	A	SA	Mean
physical materials of the Productive Sector Development Project are procured depending on the specifications of the users	0%	0%	14.1%	67.5%	18.3%	3.90
All the physical materials needed by the Productive Sector Development Project are locally available	0%	18.3%	2.1%	49.2%	30.4%	3.92
The procured materials of the Productive Sector Development Project are properly stored in a warehouse	0%	18.3%	12.6%	46.6%	22.5%	3.73
The existing facilities of the Productive Sector Development Project are regularly repaired	0%	2.1%	16.8%	58.6%	22.5%	3.99
The physical assets of the Productive Sector Development Project are maintained on a regular basis	0%	8.4%	12%	73.3%	6.3%	3.77

Table 4.6 show that 73.3% of study participants were of opnion that the physical assets of the Productive Sector Development Projects were maintained on a regular basis (M=3.77). It was shown that 67.5% of the respondents agreed that materials of the Productive Sector Development Project were procured depending on the specifications of the users (M=3.90). It was ndicated that 58.6% of participants in the inquiry that the existing facilities of the Productive Sector Development Project were regularly repaired (M=3.99). The findings of the study were that 49.2% of the respondents agreed that all the materials needed by the Productive Sector Development Project were locally available (M=3.92). It was pointed out that 46.6% of inquiry participants the

procured materials of the Productive Sector Development Project were properly stored in a warehouse (M=3.73).

It means from Table 4.6 that regular maintenance of the physical assets allowed the Productive Sector Development Project to invest in development services for small businesses that in turn had an effect on the overall economy.

4.6 Regression Results

The subsequent sections are overview of the evidence after regressing.

4.6.1 Regression Model Summary

Table 4.7 is an overview of the results of the model summary.

Table 4.7: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.933[a]	.870	.867	.80049

The findings in Table 4.7 indicate that 87% variation in the implementation of development projects in Mogadishu, Somalia is explained by variation in resource management (R^2=0.870). This means that that resource management is a great predictor of the implementation of development project. It also implies that in addition to resource management, there are other additional factors that affect implementation of development project.

4.6.2 Regression Beta Coefficients and Significance

The findings in Table 4.8 indicate the findings of regression beta coefficients and significance

Table 4.8: Regression Beta Coefficients and Significance

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
(Constant)		5.292	1.484		3.566	.000
Financial Management	Resource	.161	.057	.082	2.843	.005
Human Management	Resource	.195	.079	.877	2.468	.000
Time Management	Resource	.144	.040	.031	3.600	.027
Physical Management	Resource	.164	.046	.085	3.565	.016

Table 4.8 document that financial resource management (β=.161, $p<0.05$), human resource management (β=.195, $p<0.05$), Time resource management (β=.144, $p<0.05$) and physical resource management (β=0.164, $p<0.05$) were significant predictors of implementation of development projects in Mogadishu, Somalia. It then follows that resource management significantly contributes towards implementation of development projects in Mogadishu, Somalia.

CHAPTER FIVE
SUMMARY OF THE FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter is established to give a nutshell of the analyzed evidence with discussions. The recommending remarks are also pointed out.

5.2 Summary of the Findings

The subsequent sections detail summary of the analyzed results:

5.2.1 Financial Resource Management and Implementation of Development Projects

Regression results were that financial resource management (β=.161, $p<0.05$) had an instrumental position to play during execution of development projects. The results indicate that 71.7% of the participants were in agreement on the fact that the Productive Sector Development Project over relied on external sources of funds (M=3.79). This means that the project obtained more funds from external parties like the donors among others. Additionally, 64.4% of the respondents agreed that financial forecasting was conducted with regard to the Productive Sector Development Project (M=3.68). It became clear that 62.3% of the study participants argued that some of the funds of Productive Sector Development Project were generated from internal sources (M=3.85). This means that the project relied on both internal and external sources of funds to run the operations.

5.2.2 Human Resource Management and Implementation of Development Projects

In view of the regression results, human resource management (β=.195, $p<0.05$) had a critical position in execution of development projects. The results show that 74.9% of the participants shared that hiring process of Productive Sector Development Project was based on qualifications (M=3.90). It emerged from 67.5% of the respondents that training was provided to staff of the Productive Sector Development Project (M=4.18). The inquiry documented that 65.4% of the study participants held that recruitment of new staff of the Productive Sector Development Project was based on the established competences (M=3.73). It remained clear that 63.4% of the

participants observed that competitive remuneration was provided to staff of the Productive Sector Development Project (M=3.93).

5.2.3 Time Resource Management and Implementation of Development Projects

The findings of the study were that time resource management (β=.144, p<0.05) played an instrumental position when executing development projects. It emerged that 79.1% of participants noted that there were clear expected deliverables of Productive Sector Development Project that needed to be realized in the require timelines (M=3.77). It was established that 73.8% of the respondents agreed that the progress made by the Productive Sector Development Project was regularly tracked (M=3.79). It came to be clear that 55.5% of the study participants noted that milestones of the Productive Sector Development Project should be completed in the require timeline (M=3.47).

5.2.4 Physical Resource Management and Implementation of Development Projects

The study noted that physical resource management (β=0.164, p<0.05) was a significant predictor of implementation of development projects in Mogadishu, Somalia. The study showed that 73.3% of the respondents agreed that the physical assets of the Productive Sector Development Projects were maintained on a regular basis (M=3.77). It was shown that 67.5% of the respondents agreed that materials of the Productive Sector Development Project were procured depending on the specifications of the users (M=3.90). The findings of the study indicated that 58.6% of the respondents agreed that the existing facilities of the Productive Sector Development Project were regularly repaired (M=3.99).

5.3 Discussion

A discussion of the findings of the study is set out in the subsequent sections.

5.3.1 Financial Resource Management and Implementation of Development Projects

Regression results were that financial resource management (β=.161, p<0.05) was key durin the actualization of development projects. These findings are consistent with Aggor (2017) observed that budget has a serious role to infuse during execution of projects. Kabue (2015) showed that

budgeting contributes towards overall success of the project. Siborurema, Shukla and Mbera (2015) showed that estimation of costs and technical design bring interference within the funding policy of the project and this has an inverse interaction with the scheduled implementation timeframe of the project. The results indicate that 71.7% of the participants were in agreement on the fact that the Productive Sector Development Project over relied on external sources of funds (M=3.79). This means that the project obtained more funds from external parties like the donors among others. Additionally, 64.4% of the respondents agreed that financial forecasting was conducted with regard to the Productive Sector Development Project (M=3.68). The results are supported by Lytvynchenko (2016) who financial resource management recognizes the need for budgeting and forecasting of incomes and expenditures. It was helped by 62.3% of the study participants argued that some of the funds of Productive Sector Development Project were generated from internal sources (M=3.85). This means that the project relied on both internal and external sources of funds to run the operations.

5.3.2 Human Resource Management and Implementation of Development Projects

In view of the regression results, human resource management (β=.195, $p<0.05$) was critical when executing development projects. The result is consistent with Abuazoom, Hanafi and Ahmad (2017) who observed that HRM is an engine of performance of the projects. Imran and Zaki (2016) looked at human capital practices and success of the project where the key issues in human capital that were found to be significant include training and development of staff and trust and teamwork. Ifediora and Keke (2019) shared that the quality of HR practices shape performance of the project. Demilliere (2014) noted three concerns in HR which include selection, training and management. Dwivedula (2019) showed that success of the project is informed by project human resource as it is an engine for innovation within projects. The results show that 74.9% of the respondents agreed that hiring process of Productive Sector Development Project was based on qualifications (M=3.90). It emerged from 67.5% of the respondents that training was provided to staff of the Productive Sector Development Project (M=4.18). Demilliere (2014) did a study on HR and management of projects and noted three concerns in HR which include selection, training and management. Evidence were that 65.4% of participants shared that recruitment of new staff of the Productive Sector Development Project was based on the established competences (M=3.73). It was shown that 63.4% of participants indicated that competitive remuneration was provided to

staff of the Productive Sector Development Project (M=3.93). Demilliere (2014) did a study on HR and management of projects and noted three concerns in HR which include selection, training and management.

5.3.3 Time Resource Management and Implementation of Development Projects

The findings of the study were that time resource management (β=.144, $p<0.05$) played a key role in implementing development projects. A study focusing on construction projects in Malaysia by Chin and Hamid (2015) emphasized the practices of managing time and acknowledged that proper time management lowers the risk of delays in completion of the project activities. The results further showed that time management are an important factor contributing towards success of the projects. In total, 79.1% of participants shared that there were clear expected deliverables of Productive Sector Development Project that needed to be realized in the require timelines (M=3.77). It was established that 73.8% of the respondents agreed that the progress made by the Productive Sector Development Project was regularly tracked (M=3.79). According to PMBOK Guide, time management include the need to plan for schedules, identification and definition of project activities, estimating time for each activity and tracking the project activities. It emerged 55.5% of study participants shared that milestones of the Productive Sector Development Project should be completed in the require timeline (M=3.47). Failing to do so according to San-Cristóbal, Diaz, Carral, Fraguela and Iglesias (2019) would increase the equipment and labour costs needed during the implementation of the project

5.3.4 Physical Resource Management and Implementation of Development Projects

The study noted that physical resource management (β=0.164, $p<0.05$) played an instrumental role when implementing development projects. The result is consistent with Jusoh and Kasim (2017) noted that management of material is an important activity contributing towards success. In particular, material management is important because success of every activity at the implementation phase of the project depend on availability of adequate materials. Zaha (2017) conducted a study that sought to bring out how material management impact delivery of the construction projects. It was shown that success of the project requires careful planning and management of the available materials. The study showed that material management has significant contribution towards success of the project. The study showed that 73.3% of

participants shared that the physical assets of the Productive Sector Development Projects were maintained on a regular basis (M=3.77). Gulghane and Khandve (2015) noted that materials are physical items that are required during the daily activities in execution of the project activities. It was shown that 67.5% of the respondents agreed that materials of the Productive Sector Development Project were procured depending on the specifications of the users (M=3.90). This result is supported by Gulghane and Khandve (2015) who noted that material resource management plan covers quantification, ordering and scheduling.

5.4 Conclusion

The subsequent sections detail conclusion as informed by the objectives

5.4.1 Financial Resource Management and Implementation of Development Projects

Financial resource management and implementation of development projects in were significantly interlinked with each other. The Productive Sector Development Project over relied on external sources of funds. Financial forecasting was conducted with regard to the Productive Sector Development Project. Some of the funds of Productive Sector Development Project were generated from internal sources.

5.4.2 Human Resource Management and Implementation of Development Projects

Human resource management was identified as a key driver in the implementation of development projects in Mogadishu, Somalia. Hiring process of Productive Sector Development Project was based on qualifications. Training was provided to staff of the Productive Sector Development Project. Recruitment of new staff of the Productive Sector Development Project was based on the established competences. Competitive remuneration was provided to staff of the Productive Sector Development Project.

5.4.3 Time Resource Management and Implementation of Development Projects

Time resource management was key in predict implementing of development projects. There were clear expected deliverables of Productive Sector Development Project that needed to be realized in the require timelines. Progress made by the Productive Sector Development Project was

regularly tracked. Milestones of the Productive Sector Development Project should be completed in the require timeline.

5.4.4 Physical Resource Management and Implementation of Development Projects

Physical resource management played an instrumental role in implementing development projects. Physical assets of the Productive Sector Development Projects were maintained on a regular basis. Materials of the Productive Sector Development Project were procured depending on the specifications of the users. The existing facilities of the Productive Sector Development Project were regularly repaired.

5.5 Recommendations of the Study

The study presents the following recommendations:

i. The finance managers of the Productive Sector Development Project should diversify their sources of funds and reduce overreliance on external parties like donors
ii. The HR managers of Productive Sector Development Project should invest more in training and development of the staff
iii. The project should always track and monitor the progress in execution of the Productive Sector Development Project to ensure the activities are carried out in time
iv. All the existing assets and other physical resources of Productive Sector Development Project should be utilized effectively while maintaining them regularly

5.6 Areas for Further Research

Regression results were that that 87% variability in implementing development projects is accounted for by resource management (R^2=0.870). This implies that in addition to resource management, there are still other factors with an effect on implementation of development projects in Mogadishu that future studies should focus on. Besides, apart from the development projects, inquiries in future should place emphasis on other projects.

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APPENDICES

Appendix I: Letter of Introduction

UNIVERSITY OF NAIROBI
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES
OFFICE OF THE DEAN

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Our Ref: **L50/36655/019**

June 6, 2022

TO WHOM IT MAY CONCERN

RE: INTRODUCTION LETTER: YUSUF JAMA

The above named is a registered Master of Project Planning and Management Student at the Faculty of Business and Management Sciences, University of Nairobi. He is conducting research on ***"Resource Management and Implementation of Development Projects: A case of productive Sector Development Project in Mogadishu, Somalia."***

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

PHILIP MUKOLA (MR.)
FOR: ASSOCIATE DEAN,
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

PM/bvl

Appendix II: Questionnaire

SECTION A: GENERAL INFORMATION

1. Gender

Male ( ) Female ( )

2. Highest level of education

No formal education ( ) College ( ) College diploma ( ) University degree ( ) Master ( )

SECTION B: FINANCIAL RESOURCE MANAGEMENT ON IMPLEMENTATION OF DEVELOPMENT PROJECTS

4. Below are a number of statements on financial resource management on implementation of development projects. Kindly indicate the extent of your agreement with each of these statements. Use the scale 1-5, where 1 is for strongly agree, 2 for disagree, 3 for undecided, 4 for agree and 5 for strongly agree.

Statements	**1**	**2**	**3**	**4**	**5**
There is a budget guiding the Productive Sector Development Project					
Financial forecasting is conducted with regard to the Productive Sector Development Project					
The Productive Sector Development Project over relies on external sources of funds					
Some of the funds of Productive Sector Development Project are generated from internal sources					
The funds of Productive Sector Development Project are prudently utilized					

SECTION C: HUMAN RESOURCE MANAGEMENT ON IMPLEMENTATION OF DEVELOPMENT PROJECTS

6. Kindly provide appropriate responses to the following questions using a scale of 1-5 where 1 is for strongly agree, 2 for disagree, 3 for undecided, 4 for agree and 5 for strongly agree.

Statements	**1**	**2**	**3**	**4**	**5**
The hiring process of Productive Sector Development Project is based on qualifications					

Recruitment of new staff of the Productive Sector Development Project is based on the established competences					
Training is provided to staff of the Productive Sector Development Project					
Competitive remuneration is provided to staff of the Productive Sector Development Project					
Good staff performance at the Productive Sector Development Project is rewarded					

SECTION D: TIME RESOURCE MANAGEMENT P ON IMPLEMENTATION OF DEVELOPMENT PROJECTS

8. Kindly provide appropriate responses to the following questions using a scale of 1-5 where 1 is for strongly agree, 2 for disagree, 3 for undecided, 4 for agree and 5 for strongly agree.

Statements	**1**	**2**	**3**	**4**	**5**
Schedules are developed to guide execution of activities of the Productive Sector Development Project					
The progress made by the Productive Sector Development Project is regularly tracked					
Progress reports are generated to guide the status of the Productive Sector Development Project					
The milestones of the Productive Sector Development Project should be completed in the require timeline					
There are clear expected deliverables of Productive Sector Development Project that need to be realized in the require timelines					

SECTION E: PHYSICAL RESOURCE MANAGEMENT ON IMPLEMENTATION OF DEVELOPMENT PROJECTS

10. Kindly provide appropriate responses to the following questions using a scale of 1-5 where 1 is for strongly agree, 2 for disagree, 3 for undecided, 4 for agree and 5 for strongly agree.

Statements	**1**	**2**	**3**	**4**	**5**
Physical materials of the Productive Sector Development Project are procured depending on the specifications of the users					
All the physical materials needed by the Productive Sector Development Project are locally available					
The procured materials of the Productive Sector Development Project are properly stored in a warehouse					
The existing facilities of the Productive Sector Development Project are regularly repaired					
The physical assets of the Productive Sector Development Project are maintained on a regular basis					

SECTION F: IMPLEMENTATION OF DEVELOPMENT PROJECTS

12. Kindly provide appropriate responses to the following questions using a scale of 1-5 where 1 is for strongly agree, 2 for disagree, 3 for undecided, 4 for agree and 5 for strongly agree.

Statements	**1**	**2**	**3**	**4**	**5**
The Productive Sector Development Project has opened up job opportunities to beneficiaries					
The Productive Sector Development Project has enabled beneficiaries to access skills development programmes					
The Productive Sector Development Project has opened up new markets to beneficiaries					
The Productive Sector Development Project has allowed small businesses to access funds					

Appendix III: Research Permit

JAMHUURIYADDA FEDERALKA SOOMAALIYA
WasaaraddaWaxbarashada, Hiddaha iyo Tacliinta Sare
Xafiiska Agaasimaha Guud

جمهورية الصومال الفيدرالية
وزارة التربية والثقافة والتعليم العالي
مكتب المدير العام

Somali Federal Republic
Ministry Of Education, Culture & Higher Education
Office of the Director General

Ref: >VHMA/14361/09/2022 Date: 09/06/2022

To whom it may concern,

Subject: Permission Letter of Research

Dear **YUSUF JAMA YASIN**

Following your application dated Wednesday 09th June **2022**, regarding the authority to

Carry research on: **RESOURCE MANAGEMENT AND IMPLEMENTATION OF DEVELOPMENT PROJECTS: ACASE OF PRODUCTIVE SECTOR DEVELOPMENT PROJECT IN MOGADISHU SOMALIA.** The Ministry Of Education Culture And Higher Education is very pleased to inform that you are fully authorized to carry out all research in the location of MOGADISHU,SOMALIA from the date signed this letter you can go ahead to carry out all your topic research activation on ethical manner in the area mentioned above.

You're advised to report the above direction communication and direct education officers before your start the work after have done it. We really appreciate the good work that you have done during the course work.

Yours sincerely

Ahmed Hassan Yusuf
Director General

E-mail: dg@moe.gov.so/ Website: www.moe.gov.so