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**RESOURCE MOBILIZATION AND PERFORMANCE OF WOMEN REPATRIATE ASSOCIATION IN BURUNDI**

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## RESOURCE MOBILIZATION AND PERFORMANCE OF WOMEN REPATRIATE ASSOCIATION IN BURUNDI

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### ABSTRACT

*This study evaluated how Women Repatriate Association in Burundi (WRAB) performance was affected by mobilization of resources, objectives being: to explicitly find out the influence of acquisition of financial resource on performance of WRAB, to assess the effect of mapping human resources on performance of WRAB and to gauge the influence of acquisition of physical resources on performance of WRAB. Resource based theory by Wernerfelt (1984), resource mobilization theory by Buechler (2009) and Goldratt's Theory of Constraints (1984) will be used to explain the study. The study included both quantitative as well as qualitative methods of research. The population targeted for the study included a hundred personnel from the 6 projects under the Women Repatriate Association of Burundi, among them officials, coordinators, and leaders in the association. A sample of 80 respondents from WRAB projects, 57 responded indicating a response rate of 71.25%. The data were examined for dependability, analyzed with SPSS V23, and the results were presented in accordance with the specified aims. Results positively associated financial resources with success in project performance, a significantly positive relation between human resources and project performance, and a very significant yet beneficial relationship between physical resources and WRAB performance. Overall findings revealed that financial resources, human resources and physical resources explained 36.6 % of the variance in success of WRAB. In addition, human capital revealed a stronger predictor of performance compared to financial resources and physical resources. Therefore, the study made a recommendation that, the management of WRAB projects should put more emphasis on recruiting knowledgeable, skilled, capable and professional employees to realize effective performance. Additionally, extra research may be conducted to identify additional predictors of performance among Burundi NGO projects.*

**Key Words:** Financial Resource Acquisition, Mapping Human Resources, Physical Resources Acquisition

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## INTRODUCTION

Projects' performance has always been one of the greatest challenges facing national, international, and the vast majority of development organizations (Brass, 2012). Community-based and non-governmental organizations (NGOs) have spent vast sums of money to enhance peoples' living conditions throughout the world (Williamson & Whittaker, 2014). In most developing countries, the government cannot serve as the exclusive source of goods and services in alleviating poverty and in ensuring prosperity due to rising citizen demands. In certain developing nations, such as Burundi, non-profit organizations have played effective complementary roles in the process of maximizing the potential of beneficiaries in order to facilitate development (Ernest, 2012). In the majority of developing nations, interest in and support for NGOs have increased dramatically over the past few years. This is attributed to the belief that NGOs are more adaptable and swift than governments in responding to the people's needs (Ernest, 2012).

In Burundi, the government distributes development funds to NGOs/CSOs when requested by the donors, whereas the government of South Africa has instituted funding channels to support the initiatives of NGOs. Some NGOs have mobilized funds from the parliament and national government in order to engage in community outreach activities (USAID, 2018). The legitimacy of NGOs/CSOs in Burundi has also been attributed to benefit local authorities from their capacity to attract foreign financing. In such circumstances, NGOs are able to forge closer ties with political actors (Bawole & Hossain, 2015; Popplewell, 2018). However, the evaluation indicates that community responses have generated their own revenue, which contributes to the project's intended outcomes. Therefore, it explored the effect of mobilization of project resources on successful implementation by the Women Repatriate Association of Burundi.

A project's performance can be determined by its timely delivery, safety, cost, quality, and beneficiaries' satisfaction. As per Afaq (2013), a program's is reflected as satisfactory when it fulfills its terms and those of its stakeholders including beneficiaries, project personnel, parent institution leadership, and funders or buyers are pleased. However, according to a publication by Abok et al. (2013), exemplifies that performance as satisfactory once finalized within time, spending plan, accomplishes specified goals, and provides users' fulfillment. Historically, quality time, cost, have been the key determinants of performance. Nevertheless, granted a project is concluded on time, spending plan, and considerably high quality, it still could be rated a failure, whilst projects that surpassed the time schedule and budget may be viewed as successful. Traditional performance metrics like budget, quality and scope are necessary for performance evaluation, but additional measures must also be employed. Among these metrics are customer satisfaction, user satisfaction, and environmental considerations. The KPIs, credits to Nguyen and Watanabe (2017), should include project duration, completion within financial plan, efficiency, efficiency, meeting stakeholders' expectations, limited conflicts and disagreements and safety.

Resource mobilization (RM) refers to acquiring newly discovered resources within an organization, as well as maximizing the utilization of existing resources to increase the quantity of those resources. Batti (2014) exemplifies that RM is an important aspect of organization strength. Unfortunately, there is a lot of competition for the limited resources from donors, and any organization's capacity to secure these resources depends on the competitive pressure in its field and its ability to identify reliable channels of resources in its environment. Therefore, it is essential to utilize resources effectively and efficiently.

The unpredictability of project financing by donations forces a nonprofit to leave an initiative to self-sustainability, making it difficult for the organization to carry out and sustain its activities to improve its services (Batti, 2014). The acquisition of monetary resources, the planning of human capital, the acquisition of material assets, community commitment and participation, transparency and accountability and financial accounting and management are required for resource mobilization (Densford, James & Ngugi, 2018). As per Chitere (2012), project resource mobilization is the process of achieving an organization's goals through mobilization of human knowledge, the utilization of expertise, services as well as equipment. Equally important is the search for other alternative channels of mobilizing for resources and the optimum utilization of the assets at hand. Examining different structures of contexts of mobilizing for resources necessitates the search for vital means that can be used to complete a mission and achieve maximum utility. Expanding the Organization's relationships with diverse resource providers reduces financial risk, increases program diversity, and enhances the program's management capacity. In this study, Project Resource Mobilization was measured by acquiring financial resources, mapping of human capital, acquisition of material assets, and engagement of the local community, as recommended (Chitere 2012; Densford, James & Ngugi, 2018).

In 1999, the Women Repatriate Association of Burundi was founded as a women's organization with the primary purpose of addressing the difficulties experienced by returning, repatriated refugee women, the significant proportion of whom were Hutu people. Nonetheless, the organization quickly recognized that in order to accomplish its broader goal of peace building by increased social inclusion and its objectives of a more gender-equal society, it would need to collaborate on a broader scale than focusing simply on its primary group of interest (UNHCR, 2013). Consequently, Association des Femmes Repatriées du Burundi (AFRABU) had

to collaborate with both men and women; in order to tackle the issues faced by returning refugees, AFRABU had to work with IDPs and refugees, in addition to the reception of 'autochthones,' ex-combatants, and veterans (UNHCR, 2013). The organisation's activities incorporated precautions to ensure that women would be given the opportunity to raise their economic, social, and political engagement, such as mandating that all of the organization's supported projects be led by a woman (Burundi CSO Monitoring Report, 2012).

The performance of the Women Repatriate Association of Burundi is still inadequate, and this has been linked with a lack of sufficient resources to sustain their current operations and uncertainty regarding funding in future. A number of the association's projects have constantly experienced time overruns, cost overruns, unmet specifications, unfulfilled client needs, and unattained objectives of the project (WRAGB General Report, 2018). At the same time, the association wonders if the donors will continue to support their program or if they will shift attention to other, pressing issues. Women Repatriate Association of Burundi finds it extremely challenging to plan and implement their project activities in a consistent manner due to the aforementioned scenarios, which create uncertainty regarding donor funding. Women Repatriate Association of Burundi frequently commits the error of becoming overly reliant on one funding source. When this channel diminishes, the organization experiences difficulties finding new funding sources and consequently, programs are compromised. This study looked into scrutinizing in detail, the how mobilization of resources affects the success at project level of the Women Repatriate Association of Burundi, as the organization is involved in the implementation of numerous projects but lacks sufficient funds to carry out all activities for the projects.

### **Statement of the Problem**

As stated by Muteti (2011), performance of non-governmental organizations (NGOs) lacks the

priority it should have with regard to the key resources required, the strategies used for mobilization of resources, and community engagement and contribution, resulting in the demise of some NGOs. The Women Repatriate Association and the Government of Burundi have implemented strategies to improve the performance of their project. Project managers are always pleased when their endeavors are successful. This includes finishing up the project within the planned schedule and budget, ensuring the quality of project activities, meeting the scope, satisfying client needs, and achieving managerial objectives (Abok et al., 2013).

Some of WRAB's objectives, such as the eradication of poverty, have not been met because approximately 38.7% of Burundians (3.6 Million people) live in extreme poverty and are unable to meet their minimal nutritional needs (ECVMB 2013/14, World Bank, 2013). Failure to mobilize resources for project activities contributed to the association's high rate of project failure.

Warui (2009 & 2013) looked into the effects of barriers limiting entities from attaining their set goals, mitigation tactics to effectively mobilize for resources, as well as the assessment of breakthroughs from their initial conception, respectively. He drew the conclusion that there was a connection between the barriers CBOs undergo and their efficiency. According to Muteti (2011), 21st century CBOs must be ready to optimize their strategies employed for mobilization of resources, improve their performance, and ensure the organization's sustainability. As per Argote (2010), 21st century CBOs must, fully utilize their social investment techniques to upscale productivity while ensuring organization's sustainability. On the basis of these facts, questions regarding effective strategies for resource mobilization remain unanswered. With a focus on strategies for mapping human resources, acquiring financial and physical resources, the researcher filled the gap in this study.

## **Objectives of the Study**

The overarching purpose was to scrutinize effects of key project resource mobilization on the success by NGOs, with the Burundi Women Repatriate Association as the case study. The study was guided by the following specific objectives;

- Examine the impact of finances on Women Repatriate Association of Burundi's performance.
- To explore the impact human resources has Women Repatriate Association of Burundi's performance.
- Evaluate the impact of physical resources on Women Repatriate Association of Burundi's performance.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Resource-Based View Theory**

Wernerfelt (1984) devised the Resource Based Theory, which considered resources and skills as static, which can be characterized as stable within a specific period of time and will remain so over time. The core premise is that when organizations have valuable, limited, distinctive, and non-replaceable assets, they can design value-enhancing techniques that other firms find difficult to imitate (Wernerfelt, 1984). This theory relies mostly on the bundle of intangible and valuable resources at a company's disposal (Kozlenkovu, Samaha & Palmatier, 2014). In an effort to curve any benefit from a strategic plan, any such entity must have varied assets which are neither easily replaceable nor easily imitated. As a result, the company will have maintained its returns under constant conditions (Kozlenkovu, Samaha & Palmatier, 2014; Mutuku, Muathe & James, 2019)

Gillis, et. al (2014) and Mutuku (2019) emphasized the contrast of assets with abilities by specifying ability as a special and fixed asset. It is non-transferable and must be utilized to enhance the firm's other assets. Conversely, resource, is a stock

of available assets that are managed or under ownership of an organization. Consequently, capabilities represent an organization's capacity to organize its available resources. Essentially, accumulating resources increases capabilities.

### **Resource Mobilization Theory**

Buechler proffered his Theory of Resource Mobilization (2009). It underscores movement members' capacity to obtain resources and rally the people in order to achieve the movement's goals. A core professional body within a social movement establishment, according to this theory, focuses on acquiring funds, supporters, the media's and donors' attention, forming alliances with individuals in positions of authority, and perfecting the organization's structure.

A social movement, according to the resource mobilization theory, is the result of lasting changes in the organization of a team, resources available, and prospects for collective action. There are five fundamental tenets of resource mobilization theory (Jenkins, 2011). Participation in social activities, by virtue of the resource mobilization theory, is a normal behavior relying on an individual's inferences on the costs and benefits of taking part, instead of one arising from a psychological tendency toward marginalization and dissatisfaction (Klandermans, 2014). The theory explains how social movements galvanize resources from both within and without their movement to reach their goals (Jenkins, 2011).

### **Theory of Constraints**

Goldratt's Theory of Constraints (1984) can be used to demonstrate how managers can efficiently run organizations on the basis of constraint management and system thinking (Kohli & Gupta, 2010). The TOC-based managerial approach focuses on three stages of change: organizational mindset, the issues that drive the organization, and organizational methods and structures (Gupta, 2010). Project management is complicated by the needs and constraints in the multi-party workplace

environment required for construction works; therefore, constraints must be managed for successful project management (Gupta, 2010).

Many of the projects are challenging to manage since they involve risk and three competing commitments: timeline, cost, and scope. In project management, this same triple constraints criteria has been acknowledged as a measure of project success. Triple constraints, according to project managers, are critical to a venture's preconditions and success. Streamlining these three components will improve the quality and finish of the end product. Each of the three constraints has its own impact on the project's performance. However, since these factors are interdependent, one limitation will influence the other two, ultimately influencing, to a great extent, the project's expectations (Hamid et al, 2012).

### **Empirical Review**

Monetary resources exude essence in sourcing strategic assets and growing business processes in accordance with the overall goal of the organization (Yusuf, 1995). Consistent with the findings of previous research, financing is a crucial factor for long-term investments that lead to the success of a business. Grant (1995, 2002) opines that the organization must provide financial assets to priority key areas to gain the highest possible return on the investment in question, which will result in enhanced performance. Barney (2007) argues that an organization's ability to sustain stakeholder funding is contingent on its access to dependable funding and its capacity to gain returns on investment. This, in turn, leads to improved performance.

Sera and Susan (2007) examine tips for enhancing organizational capacity in the United States. Multiple reliable sources of project financing can improve an organization's adaptability and autonomy in project execution, control, and management, reducing reliance on external funding. Because of the competitive pressure for

the limited resources, developing and implementing other funding strategies can assist the organization in managing its projects, thereby enhancing their performance. Increasing an organization's financial resources can result from its business activities generating additional resources. Inadequate funding for the project's implementation prevents it from being viable (Bamberger & Cheema, 2010).

Mulwa (2010) aimed at exploring the effects that revenue mobilization bears to the effectiveness of Tseikuru Sub County community-based organizations. The findings indicated that an organization may be able to conserve its existing resources by reducing its expenditures in a number of ways, such as instead of hiring an outside expert, members can provide services such as training, if it is aware of the skills of its community members. Taking into account the skills of community members may also facilitate local fundraising for the organization, fostering sustainability and control. Increasing the performance of women's group projects by fostering good relations between institutions and themselves, through knowledge of each member's assets. Organizations should create plans for the implementation, monitoring, and evaluation of their work efforts. Mulwa (2012) added that staff and members must be trained and other additional staff must be hired or recruited, or the organization should find a partner to complement their expertise.

According to AWDF (2014), getting personnel having the necessary skills, abilities, mentalities, and support allows for the organization to manage its finances effectively. In addition, it emphasizes that every staff contributes to the performance necessary for the project to be well sustained. Integrating human resources into a broader aspect of an organization's resource mobilization, expenditures on external resources are reduced, thereby increasing an organization's internal resources. Vartika (2016) opines that an organization can identify the best practices it must implement to ensure the performance and

sustainability of its projects just by mapping human resources. Improved methods for identifying how these practices can be integrated into revenue mobilization can be defined in ensuring that the requisite tasks and activities are accomplished in a systematic and efficient way.

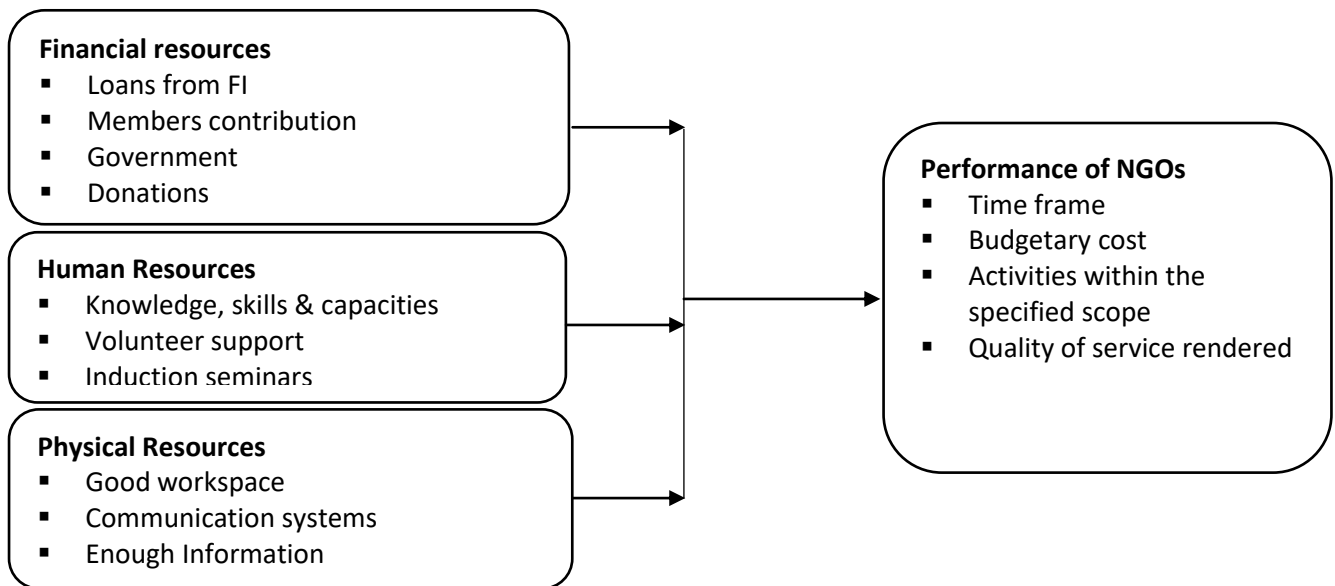
For almost any organization to achieve its long-term objectives, it must possess the requisite material assets (Henderson, 2015). Good workspace, communication systems, and an adequate information system are among them. The most expensive aspect of resource mobilization is the acquisition of physical resources. Therefore, project managers should ensure that they conduct a thorough evaluation of project needs before initiating implementation. To generate a product or service, an organization must combine Manpower, Capital, Energy, Equipment, and Information, thereby expanding the sustainable development of its activities (Nadler, 1992). Physical resources, according to Barker and Ahmad (2010), include hardware, structures, and other infrastructure that make a contribution to the development of a product or service. Clarke (1988) noted that material assets could provide competitive advantages if the economies of scale are generated.

In their study, Bradwel and Holden (2004) defined labor as the work performed by volunteers and employees for an organization. It is crucial to the organization's ability to produce the necessary products and services. Additionally, they assert that capital is the most powerful factor in producing the good or service. This may take the form of machinery and instruments. Providing these may enhance its viability and extend its operational lifespan. Energy facilitates production and operations within an organization, such as lighting and heating, operation of the machinery, and ensuring that the entity provides a conducive place for its personnel to work (Bradwel & Holden, 2004). Raw materials are likewise available. It is required for the production of the goods or provision of services. Without these, the organization's

operations can be limited or even terminated, which definitely causes a negative implication on the intervention in question. Information is crucial for the success of any organization, regardless of

the sector. In the current competitive world, access to real-time information provides us with constant updates as required by the project team to develop the final product (Bradwel & Holden, 2004)

**Conceptual Framework**



**Independent Variables**

**Dependent Variable**

**Figure 1: Conceptual Model**

Source: Researcher (2022)

**METHODOLOGY**

This study analyzed quantitative data using a descriptive research design (Ntayi et al., 2010). The descriptive research design was considered suitable since it permitted the researcher to collect data on the prevailing state of the influence that resource mobilization may have on the performance of Women Repatriate Association of Burundi. This study focused on the Burundi staff employed by the Women Repatriate Association's six projects. Purposive sampling was utilized to make the selection of 8 respondents from the Water, Sanitation, and Hygiene (WASH) projects, 6 respondents from the Housing, Land, and Property projects, 30 respondents from the Livelihood & IGA projects, 11 respondents from the Health and nutrition projects, 19 respondents from the Education & skills development projects, and 5 respondents from the Protection projects. The

sample size used was defined using the Krejcie and Morgan formula.

A structured questionnaire was used to gather data. A pilot study with 15 respondents was organised to ensure the questions' consistency and clarity. The pilot study was conducted with returning refugees, ex-combatants, and veterans in humanitarian projects. Data collected was sorted and carefully coded then fed into version 23 of the Statistical Package for Social Sciences (SPSS), which was then made use of in analyzing the data quantitatively by inferential and descriptive statistics. Included in descriptive statistics are the frequencies, mean, the standard deviation, as well as proportions. The resulting statistics were then presented using frequency tables. Next, the researcher established the link between the independent and the dependent variable by means of a correlation analysis. The researcher then applied regression analysis in an effort to ascertain the magnitude of



the link between the variables. At the same time, the analysis of qualitative results capitalized on thematic analysis.

Multiple Linear Regressions, helped to find out the effects of resource mobilization on Women Repatriate Association performance in Burundi. The research hypotheses were evaluated using the p value method with a confidence level of 95% contingent upon the linear regression analysis generated by SPSS version 23. The decision rule stated that the null hypothesis would be denied if the calculated p-value was less than the significance threshold (0.05), and that it would be accepted if the computed p-value is greater than or equal to the significance threshold (0.05). Using the F test and the p value, the significance of the independent variables was examined. The decision rule required rejecting the null hypothesis that the effect of independent variables is insignificant if the computed F value is greater than the critical F value or if the P value is less than the critical value of which is 0.05. The researcher employed the following illustrated model:

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

Y= Project Performance

$\beta_0$ =Constant

X1= Financial Resources Acquisition

X2= Human Resources Mapping

X3= Physical resources Acquisition

$\beta_1 \beta_2 \beta_3$  = Regression co-efficient

e=Error term

## FINDINGS AND DISCUSSIONS

### Descriptive Statistics Results

Standard Deviation is the extent by which the responses of respondents deviate from the mean score. The higher the standard deviation, the more divergent the opinions were for the provided response (SD greater than 1), whereas where it is less than 1 and closer to 0, it indicates uniformity with the opinions in the study. For a mean greater than 3 indicates that the respondents agreed with the posed question.

Table 1 illustrated both variables under analyses. The dependent was Performance of the Women Repatriate Association of Burundi, while financial, human, and physical resources are independent variable. Descriptive statistics was aimed at determining whether the calculated means accurately reflect the studied data, or whether the mean accurately and faithfully represents the reality on the ground, according to Field (2009) and Saunders et al., (2007). In the following table, the calculations used for the variables include mean and standard deviation to summarize the observed data.

**Table 1: Showing Descriptive Statistics Results**

	N	Minimum	Maximum	Mean	Std. Deviation
Financial Resources	57	1.88	4.13	3.0965	.46772
Human Resources	57	1.50	4.33	2.7778	.65263
Physical Resources	57	2.17	4.67	3.1433	.60622
Performance	57	1.83	4.67	2.9532	.72768
Valid N (listwise)	57				

Source: primary source.

The mean values for financial resources, human resources, physical resources, and performance of Women Repatriate Association of Burundi were 3.0965, 2.7778, 3.1433, and 2.95 respectively, as shown in Table 1. The standard deviations for

Women Repatriate Association of Burundi's financial assets, human capital, material resources, and performance are 0.46772, 0.65263, 0.60622, and 0.72768, respectively. As the calculated mean represents the observed data with high accuracy,

standard deviations are, compared to mean values, small (Nkundabanyanga, Tauringana & Muhwezi 2015; Field, 2009; Saunders, Lewis & Thornhill, 2007).

All respondents agreed that monetary, human, and physical resources possess mighty impact on the success of the Women Repatriate Association of Burundi, given that the majority of their means are greater than 3.00 and their standard deviations are all less than 1.00.

### Correlation Analysis Results

The study results of the correlation analysis were as outlined in Table 2. A Pearson's correlation

coefficient was performed to determine the connection between the predictor variables (financial, human, and physical resources) and the dependent variable / outcome variable (performance). The objective was to determine if there was a link between the variables. Consequently, bivariate correlation analyses was done and Pearson's correlation coefficients were calculated to help study the course and magnitude of the association among the variables under study (Field, 2009).

**Table 2: Showing Correlations analysis results**

	1	2	3	4
Financial Resources (1)	1			
Human Resources (2)	0.229	1		
Physical Resources (3)	0.177	0.25	1	
<b>Performance (4)</b>	<b>0.186</b>	<b>.555**</b>	<b>.430**</b>	<b>1</b>

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Research Data (2022).

### The Relationship between Financial Resources and performance of WRAB projects

The regression results show, from this study, that mobilization of Financial Resources have a positive influence on Women Repatriate Association of Burundi's performance to a regression value of  $r=0.186$ . This indicates that a unit change in financial resource mobilization of 18.6% will result in an increase of 18.6% for the Women Repatriate Association of Burundi. These findings therefore supported the correlation between financial resources and Women Repatriate Association of Burundi performance, as demonstrated by the regression results. With a p-value of  $<.01$ , which is lower than the significant threshold of 0.05, this rejects the null hypothesis. The findings largely agreed with earlier studies by Feuerstein (2006), Moore (2012) Batti (2014), and Muchibi (2016), who all highlighted the critical role of financial resources and how they positively correlate with performance.

Whereas this study found that the Women Repatriate Association of Burundi use several

strategies to mobilize for resources including donor funding, membership contribution, fundraising activities and that the group also has access to loans that help augment their activities, a study by Feuerstein (2006) emphasized from their findings that organizations must recognize and organize the key sources of financial resources in order to be bolstered and sustained. Similarly, the findings that the association's multiple approach to mobilizing funds ensure the success of their projects do not just agree with that of Moore (2012) who observed that home-grown capital must be generated for increased sustainability, particularly if donors discontinue funding, if funds are delayed, or if external funding is insufficient, but also with that of Muchibi (2016) that proper financial mobilization assures the autonomy and independence of the organizations by diversifying their financial sources.

Furthermore, qualitative findings gleaned from interview responses in which participants were asked about the primary financial resources mobilized for their projects reported the following:

*“Proposals, Donors like UNDP, Cord, Cordaid, International Alert, ONUFEMMES Partners and European Union, Coopération suisse”* constituted the majority of the Women Repatriate Association of Burundi's financial resources.

This indicates that the Women Repatriate Association of Burundi primarily raises funds through contributions from partners, members, and donations.

Therefore, Objective 1, which sought after examining the influence of financial resources on Women Repatriate Association of Burundi performance, was attained.

### **The Relationship between Human Resources and performance of WRAB projects**

The regression results showed that mobilization of Human Resources have a positive influence on Women Repatriate Association of Burundi's performance to a regression value of  $r=0.555$ . This indicates that a unit change in human resource mobilization of 55.5% will result in an increase of 55.5% for the Women Repatriate Association of Burundi. With a p-value of  $<.01$ , which is lower than the significant threshold of 0.05, this rejects the null hypothesis. These findings are largely consistent with those previous conducted by Mulwa (2010), AWDF (2014), and Vartika (2016) who all compounded on the significance of human resource mobilization to spur performance.

Findings by Mulwa(2010) on the need to secure volunteer and community support for success are also complemented by this study findings on the need to obtain volunteer support, and implement induction seminars for its human resources as a driver for performance. Just like the study conducted by AWDF (2014) which found a significant effect of hiring competent staff and continually improving their skills on performance, this study found that the desired project performance will be attained by completing the project within the given timeframe, budget, scope, and with quality service delivery if the association

mobilizes and utilizes its human resources with the requisite knowledge, skills, and capacities.

Further, qualitative responses provided by respondents to, "How does your organization conduct staff mapping/recruitment?" stated:

*“By recruitment, recruitment is done when there is new project given by donor according to the posts that will be available, it depends on needs, but it has reached another level on professionalism, By the call of applications”.*

These results indicate that the Women Repatriate Association of Burundi primarily maps/recruits its human resources via recruitment based on the level of professionalism and by call for applications.

Thus, the other goal of evaluating the influence of human capital on the success of Women Repatriate Association of Burundi has been attained.

### **The Relationship between Physical Resources and performance of WRAB projects**

The regression results showed that mobilization of Physical Resources have a positive influence on Women Repatriate Association of Burundi's performance to a regression value of  $r=0.430$ . This indicates that a unit change in physical resource mobilization of 43% will result in an increase of 43% for the Women Repatriate Association of Burundi. These findings therefore supported the correlation between mobilization of physical resources and Women Repatriate Association of Burundi performance, as demonstrated by the regression results. With a p-value of  $<.01$ , which is lower than the significant threshold of 0.05, this study rejected the null hypothesis and affirmed that the effect of physical resource mobilization is indeed statistically significant. These findings on the effects of Physical (Material) resource mobilization on the performance of the organizations was also consistent with those conducted by scholars such as Henderson (2015) and Densford, Rosemary, and Ngugi (2018).

While this study found that the association had adequate tools and equipment to undertake

different projects, and that the required physical resources are released on time to facilitate the activities, findings by Densford, Rosemary, and Ngugi (2018), found that the inability of local companies to secure equipment in time was the leading cause of poor performance of road projects undertaken by such companies. It was also found that there are policies and strategies in place to enable the association to mobilize for physical resources both from within and without the communities where implementation happens, further helping in improving the ownership and sustainability of the projects, an observation equally shared by Henderson (2015).

Additionally, the qualitative responses provided by respondents to, "How does your organization acquire physical resources/execute procurement procedures?" stated:

*"Buying, Il y a un manuel de procedures que nous suivons and Procurement procedures are well written in manual of procedures".*

This indicates that the Women Repatriate Association of Burundi acquires physical resources and conducts procurement primarily through purchasing, using a well-written manual of procedures and Procurement procedures. Thus, our third key study aim, which was to find out the impact of physical resources on Women Repatriate Association of Burundi's performance, has been attained.

The majority of respondents were asked what they believe could be done to ensure effective performance and efficiency within their organization and most of them had this to say:

*"Through capacity building and good management, Donner les primes aux employees pour les encourager à etre plus performant, Actually, many projects have like two years only, it will be better to have a completed time to ensure success and enough time of monitoring and evaluation, to be in good relationship with donors, Government, beneficiaries and Keep working as we do and to engage other employees"*

This implies that for the Women Repatriate Association of Burundi's projects to achieve effective performance, the organization must build capacity and ensure good management, give bonuses to employees to encourage them to perform better, monitor and evaluate projects to ensure they are completed on time, and maintain positive relationships with donors, the government, and beneficiaries. Lastly, projects should continue to operate in accordance with policy and engage additional personnel.

### Regression Results

Regression is the measure of the capacity of one variable to influence another. Using data from Women Repatriate Association of Burundi projects, the researcher used regression to measure the magnitude of influence of financial, human, and physical resources on performance. The outcomes are displayed in Table 3. Adjusted R<sup>2</sup> provides an indication of how accurately the regression model used generalized the study's variables, and researchers would ideally like its value to equate or be very near to R<sup>2</sup>.

**Table 3: Showing the regression analysis results**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.213	.626		.341	.735
	Financial Resources	.036	.172	.023	.212	.833
	Human Resources	.527	.125	.473	4.222	.000
	Physical Resources	.370	.133	.308	2.779	.008

**R=.632, R<sup>2</sup>=.400, Adjusted R<sup>2</sup>=.366, F=11.758, Sig=.000, e=0.57959**

Source: Research Data (2022).

The data displayed above show that monetary resources, human resources as well as physical resources predict 36.6% of the variance in performance of Women Repatriate Association of Burundi projects (Adjusted R Square =.366). This implies that there could be other factors to explain the remaining 63.4% variance in performance of Women Repatriate Association of Burundi. The established regression equation by the study was:

$$Y = 0.634 + 0.023X_1 + 0.473X_2 + 0.308X_3.$$

Where: Y=Performance of WRAB.

$X_1$  = Financial Mobilization.

$X_2$ = Human Resource Mobilization.

$X_3$ =Physical Resource Mobilization.

It was noted that financial resources (Beta = .023, sig. <.01) was a good predictor of success. The use of several strategies to mobilize for resources including donor funding, membership contribution, fundraising activities compliment the findings by Feuerstein (2006) who emphasized that organizations must recognize and organize the key sources of financial resources in order to be bolstered and sustained. Similarly, Moore (2012) equally observed that home-grown capital must be generated for increased sustainability.

It was also noted that human resources (Beta = .473, sig. <.01) is better predictor of performance. This implies that management of Women Repatriate Association of Burundi should put great emphasis on mobilizing human resources with knowledge or skills and capacities, attain Volunteer support and put in place induction seminars for their human resources in order to attain the desired performance from their projects. This regression result is in tandem with findings by Mulwa(2010) who emphasized the need to secure volunteer and community support for success and AWDF (2014) which found a significant effect of hiring competent staff and continually improving their skills on performance.

The regression results also found Physical resources to be a predictor of performance to the value of

(Beta = .308, sig. <.01). It was also found that there are policies and strategies in place to enable the association to mobilize for physical resources both from within and without the communities where implementation happens. This, in agreement with the findings of Henderson (2015) further helps in improving the ownership and sustainability of the projects. Further, these regression results complement the findings by Densford, Rosemary, and Ngugi (2018) who all emphasized the need for local companies to secure physical resources as a means to success.

## CONCLUSION AND RECOMMENDATIONS

The conclusion reached by the study regarding Financial Resource Mobilization, was that it indeed affects the performance of the projects by the Women Repatriate Association of Burundi. This was because of the very strong positive correlation realized. Moreover, finances being one of the key factors of production, the study findings helped conclude that it was the most potent predictor variable of the three (Financial Resources, Human Resources and Physical Resources).

Secondly, the conclusion on Human Resource Mobilization as a factor of performance was that it is equally very critical to not only source qualified and competent staff, but also to retain them and continually improve on their skills, in order to enable the organization to deliver the projects successfully. Moreover, the success of a project is just the cumulative success realized from stellar, individual performance, cumulated.

On Physical Resource Mobilization, the study also concluded that it was critical to mobilize for these not just from the donors, but also from the community, to ensure improved performance and sustainability. Further, the study concludes that there was positive effort to ensure the organization secures the requisite physical resources to operate successfully as it was indeed critical to have these in place.

The recommendations were as follows:

Regarding Financial Resource Mobilization, the Women Repatriate Association of Burundi must capitalize on acquiring loans from financial institutions, seeking contributions from partners and members, seeking government aid and donations from local and international funders to facilitate their activities and improve their performance.

Regarding Human Resource Mobilization, it is important that for Women Repatriate Association of Burundi projects to recruit knowledgeable, skilled, and professional workers with enough capacities in order to improve performance. The project management team should further look for volunteer support from the communities and put in place induction seminars for its workers, to increase performance and community buy-in.

On Physical Resource Mobilization, for the Women Repatriate Association of Burundi to improve the performance of their projects, it is crucial that management provide adequate workspace for project teams, a proper communication system, and sufficient information to its stakeholders. The Women Repatriate Association of Burundi should also seek to explore alternative means of acquiring physical resources from the communities in which they implement their projects, to improve buy-in and project sustainability.

#### **Areas for further Study**

There is need for investigation on the impact of project resource mobilization on the performance of non-governmental organizations in countries other than Uganda. In addition, additional research may be conducted to identify additional predictors of project performance in the Women Repatriate Association of Burundi's projects.

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