RESOURCE MOBILIZATION AND PERFORMANCE OF WOMEN
REPATRIATE ASSOCIATION IN BURUNDI

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KENYATTA UNIVERSITY

MAY, 2023
DECLARATION

I affirm this to be my authentic material and that it has never been submitted for a degree to any other higher education institution for examination purposes.

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Reg No: D53/EA/CTY/PT/26724/2018

Supervisor

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

Signature...................................................... Date...................................

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DEDICATION

I dedicate this research with deepest love to my dear dad Mr. Fumbu Roger, my mums Mrs Manirakiza Godelieve and Mrs. Alphina K. Bwaley, my husband Irambona Lionel and to my little girls Abigail Neille Irambona and Abiela Nelwyn Irambona for their love, sacrifice, support, vulnerability, wisdom and strength that they have inspired me to be the best I can be.

May our GOD almighty bless them always.
ACKNOWLEDGEMENT

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### Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>AFRABU</td>
<td>Association des Femmes Repatriées du Burundi</td>
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<tr>
<td>CBOs</td>
<td>Community Based Organizations</td>
</tr>
<tr>
<td>CSOs</td>
<td>Civil Society Organizations</td>
</tr>
<tr>
<td>FI</td>
<td>Financial Institutions</td>
</tr>
<tr>
<td>IDPs</td>
<td>internally displaced persons</td>
</tr>
<tr>
<td>IGA</td>
<td>Income-Generating Activities</td>
</tr>
<tr>
<td>LCI</td>
<td>Local Council 1</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non–Governmental Organizations</td>
</tr>
<tr>
<td>PMI</td>
<td>Project Management Institute</td>
</tr>
<tr>
<td>RM</td>
<td>Resource Mobilization</td>
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<tr>
<td>SLAs</td>
<td>Savings and Loan Associations</td>
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<tr>
<td>UNHCR</td>
<td>United Nations High Commissioner for Refugees</td>
</tr>
<tr>
<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
</tr>
<tr>
<td>WRAB</td>
<td>Women Repatriate Association of Burundi</td>
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<tr>
<td>OPERATIONAL DEFINITION OF TERMS</td>
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<td>----------------------------------</td>
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<tr>
<td><strong>Mobilization</strong></td>
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<tr>
<td>This is the procedure of getting diverse parts of a specified attribute or society to work together and render invaluable impact.</td>
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| **Performance** |
| Refers to the use of local resources in conjunction with an accepted vision, strategic intent, and action plans, the goal being enhancing the organization's value by achieving the expected positive outcomes. |

| **Resources** |
| Are both monetary and non-monetary assets facilitating the fulfillment of the needs of the organization. They entail charitable donations, expertise, time efforts, and services, as well as technical equipment. |

| **Resource Mobilization** |
| The mechanism of locating and acquiring resources for the entity. Non-governmental organizations (NGOs) require both monetary and non-monetary assets. |

| **Strategy** |
| Relates to the method, techniques, and undertakings that a firm utilizes to maximize the wealth like non-financial assets when and how to try to obtain financial means, taking into account whether to raise funding themselves or to try to obtain financing from some other entities. |

xi
<table>
<thead>
<tr>
<th><strong>Mapping</strong></th>
<th>A framework for connecting resources in the community with a common vision, organizational needs, strategies, or intended results.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Financial resources</strong></td>
<td>Refers to the combination that encompasses all of the company's monetary resources. In particular with respect to cash, it is also described as a collection of an organization's monetary assets with a high level of liquidity. These monetary resources include, among other things, debts to external parties, capital, term deposits, ownership of actions and securities, and currency holdings. This survey's financial resources will take the form of FI lending, member contributions, government benefits, and charitable contributions.</td>
</tr>
<tr>
<td><strong>Human resources</strong></td>
<td>Describes the group of people who make up an organization's, industry sector's, agency's, or nation's economic workforce. A more specific premise is human capital, which refers to the competencies and expertise that a person possesses. Human resources in this study will be in terms knowledge, talent, skills &amp; capacities, volunteer support and Induction seminars.</td>
</tr>
</tbody>
</table>
Physical resources

Refers to tangible items that are utilized in the running of the organization. Some of the resources are used to operate the organization or provide products and services. Among others may include good workspace, communication systems and enough information system physical resources in this study will comprise of good workspace, communication systems and enough Information.

NGO

Refers to a nongovernmental organization which is a lawfully formed organization formed by legal or by natural individuals that run autonomously of any government; and a term commonly used by government agencies to describe to agencies that do not enjoy government designation.
ABSTRACT

Non-governmental organizations (NGOs) take on active roles in maximizing the potential of individuals in order to ensure development in most developing countries where governments cannot fully provide due to increase in the citizens’ demands. Performance of NGOs is crucial for determining the attainment of envisioned results as in project specifications, timeliness in completion of activities of the project, within the budgeted amount, and within the specified scope. The Women Repatriate Association of Burundi (WRAB) has had challenges in performance of their projects, a number of association projects have persistently experienced time and cost overruns, unfulfilled end-service specifications, unfulfilled customer demands, and unfulfilled management goals (WRAB General Report, 2018). To solve those challenges strategies for mobilizing resources must be identified in order to achieve good performance at WRAB (Musyoka, 2012). This study meant to look into the concern by evaluating how WRAB performance is 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 explain 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.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

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).

The performance of NGO projects in different communities has been primarily determined by the resource mobilization strategies employed by those communities. To achieve excellent project performance, it is necessary to identify strategies for project resource mobilization (Musyoka, 2012). Buechler (2009) described asset recognition as the procedure of itemizing, cataloging, and measuring the accessibility and use of said resources. The employed strategies hang on the organization's statement of their mission and vision, policy, structure and governance in place (Cole, 2009). The key premise of resource recognition is recognizing that the greatest asset of a community lie in its peoples. Consequently, each community's future is contingent upon its own
unique assets. To cultivate their assets, communities must comprehend, reinvent, and reorient their potential (Cuthbert, 2011).

On a global scale, specialists in numerous fields are concerned with the performance of non-governmental organizations, including programme development, strategic management, strategic planning, policy analysis, operations and finance, legal development, and organizational development. NGO's play a very vital part in community facilities and the promotion of public participation (Leung & Leung, 2015). In China, the government has set up a structure of non-governmental organizations (NGOs), which are established freely by a group of persons or organizations with distinct goals, licensed with the government, and that operates without profit (Leung & Leung, 2015). According to Kaplan (2001), a survey by Harvard Business School revealed that, in the United States, board members of non-profit organizations frequently cited performance measurement as one of their primary concerns. As a result of the recent economic crisis in Romania, organizations view continuous performance as their primary objective, as growth and advancement are only possible through performance (Gavrea, Ilies & Stegerean, 2011).

In Africa, the performance of non-governmental organizations is determined by their capacity to implement and develop need-based and demand-driven support programs. In Ghana, for instance, Okorley and Nkrumah (2012) have highlighted the significance of NGO performance and the need for managerial capacity that actively encourages the learning of organizational principles (shared vision, collaboration) as well as the creation of high-quality material resources for efficiency and effectiveness of organizations. They suggest that the success and sustainability (performance) of local NGOs can be measured by the capacity of the organization to create and execute need-based and demand-driven initiatives, backed by effective management, openness,
accountability, and an adherence towards conveyed expectations of beneficients. In Sudan, organizational performance has received scant attention thus far, and only in the private sector, where it is measured solely by productivity and turnover rate (Abdalkrim, 2013). In a number of African nations, responses to community projects revealed that for the majority of projects to be successful, diverse methods of resource mobilization must be employed to finance them (World Bank, 2013). The evaluation also revealed instances in which NGO/CBO interventions failed to produce tangible results (both qualitative and quantitative). Usually, the results intimated that a limited resources mobilization strategy for community responses is inappropriate.

On a regional level, NGOs in East Africa are attempting to implement strategies for improving their performance. For instance, NGOs in Uganda and Sudan are constantly striving to achieve their goals and objectives, produce better results, and meet the rising expectations of their stakeholders. However, the vast majority of these NGOs face a variety of obstacles in their implementation of humanitarian interventions for the intended beneficiaries (CHF, 2014).

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.

1.1.1 Project Performance

Over the last three decades, numerous global studies on project performance have been undertaken. Various authors have not reached a consensus on the correct definition and standard performance metrics for projects. According to previous work done by Bateta and Wagoki (2015), performance of the project among the project management topic areas that scholars have debated without arriving at a consensus; consequently, the meaning of performance for a project is ambiguous or contrasts that of contractors and donors. Despite this, there is broad agreement that a project's performance requires both efficiency and efficacy.

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.

As previously mentioned, various studies have employed multiple project performance metrics. As an example, Wangu (2015) studied the achievements of NGOs in Kenya using systems of measurement such as accountability, transparency, the cost of successful delivery, completion within financial plan, and users’ satisfaction. Musyula (2014) assessed the success of non-governmental organization projects in terms of goal achievement, the beneficiary satisfaction, and budgetary answerability. Muriungi (2012) evaluates the success of NGO initiatives within the Marsabit District taking the basis of project duration, completion cost, and achievement of objectives. When projects are completed within schedule and budget, and according to specifications, they are deemed successful.

There is a large toolset of methodologies, techniques, and instruments for bringing the many elements of a large project under control (PMI, 2013). This signifies that despite the fact that NGO initiatives involve an intricate set of procedures, are anticipated to be accomplished within time, within the budgeted cost, to perform as anticipated, and to meet the needs of the customers (Mir & Pinnington, 2014). If this is not accomplished, the project will be deemed unsuccessful and a failure. Accordingly, this study will measure performance based on time, budget, scope, and quality of service, as suggested by (Abok et al. 2013 & Wangu 2015).

1.1.2 Resource Mobilization

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.

In the US, for example, resource mobilization encompasses two notions: that the non-financial resources are significant; and that some resources are to be provided by the organization instead of being sourced externally. According to Kiiru (2010), resource mobilization allows individuals to donate. It is not in itself an end, but a gradual progression of transferring resources carefully to those who need to receive them.

According to Cuthbert (2011), in India, crucial essentials that enhance the mobilization of the requisite resources include: possessing strong sense and dedication to the organizational goal, impactful management who guarantees, transparency and accountability in the organization, a strong reputation, legitimacy, and solid reputation, and the capacity to attain, develop, and sustain novel resources while providing services.

Most non-governmental organizations in Australia have a close relationship between their strategic plan and the managerial team, Team, which must be completely engaged in the planning for resource mobilization (Simiyu, 2011). A social investment session organized in Mongolia in 2009, indicated that money is among the vital resources required for an organization to operate and carry out its responsibilities effectively. If an organization is unable to raise sufficient funds, it will be unable to satisfy its mission as intended, and it is the leadership's responsibility to make sure that these funds are available in some manner. Consequently, creating a secure and long-term resource mobilization foundation is crucial for the development and provision of effective services.
Jenkins (2011) noted in his study that donor scoping studies in Ghana in 2004 - 2008 by the USAID revealed that both bilateral and multilateral agencies are focusing more on sizable, industry funding, availing larger grants to just a few organizations and making less funding available to medium and small-sized organizations. Mala (2009) in Tanzania noted in a study of the role of CBOs in enhancing the livelihoods of the community members implied that new CBOs as well as other organizations, brimming with energy and vigor, are recurrently founded to address a variety of problems that nonprofits are trying to address, with the existing "competitors" vying to prove they are "the best."

Wandui (2013) classified CBOs into, among others, self-help or youth organizations, groups of community health personnel, and working groups, and noted that these organizations are formed to address various challenges that have culminated in a variety of household-level problems. Care as well as support for those living with HIV/AIDS, volunteer healthcare, housing transformation, and continuous table banking. are among the reported interventions. Although CBOs try to mobilize funding for the implementation of these projects, a lack of resources has remained a significant obstacle that has contributed to the failure of many worthy endeavors. Research surrounding the link between management style and mobilization of resources among CBOs in the Kitui District, by Argote (2010) found there to be a positive correlation among the two. He emphasized that funding is meaningless if the leadership of the CBO do not consider the organization's viability, developing the organization, ensuring continued service to society, and becoming self-sufficient are self-respecting actions. This is because resource mobilization only refers to receiving funds to run the donor's program. According to Simiyu (2011), in order for resource mobilization strategies to be effective, organizations must make the necessary preparations and ensure that they
maximize all opportunities available. Dillon (2007) observed that the performance of Australian organizations improved when plans for mobilizing resources were developed and tightly integrated with organizational strategic and communication plans. Fundraising is more successful for institutions who are well-run and communicate effectively their core message to their intended audience, which adds to their sustained expansion. Edward and Hulme (2007) appended that the strategy for mobilizing for resources should align with the organisation’s aims, purpose, and targets, or be aligned with particular fundraising goals.

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).

1.1.3 Women Repatriate Association in Burundi

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).

In addition to lobbying and advocating at the national and global levels for women's rights (including putting pressure on the government to also include women's matters in its Poverty Reduction Strategy Paper, or PRSP), the Women Repatriate Association of Burundi works diligently with communities at the colline level (UNHCR, 2013). A significant portion of the work involves assisting farmers, livestock herders, and small-scale traders by organizing local-level Loan and Savings Associations (SLAs) and incentivizing factions of ex-refugees, former combatants, and indigenous people to
work collaboratively on income-generating activities (IGA). These include agriculture, food processing, computer services, print shops, and the opening of small restaurants. In order to work on IGA projects, create small businesses, and deal with micro-finance institutions that frequently charge high interest rates, many of the beneficiaries also require professional skills and other forms of assistance (Burundi CSO Monitoring Report, 2012).

However, 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.
1.2 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 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 this gap in this study.

1.3 General Objective 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.

1.3.1 Specific objectives

i Examine the impact of finances on Women Repatriate Association of Burundi's performance.

ii To explore the impact human resources has Women Repatriate Association of Burundi's performance.

iii Evaluate the impact of physical resources on Women Repatriate Association of Burundi's performance.

1.4 Research Questions

The study intended to address these questions: -

i How do financial resources affect the performance of the Women Repatriate Association of Burundi?

ii How much do human resources impact Women Repatriate Association of Burundi's performance?

iii How do physical resources affect Women Repatriate Association of Burundi's performance?

1.5 Significance of the Study

The findings from this study may be useful to NGO leadership and stakeholders in establishing strategic options for resource mobilization to ensure effective
implementation of their projects, as efficient and effective resource mobilization allows for viable and sustainable performance. The study's findings could be beneficial to government leaders and members of civil society in providing them with the facts and necessary insight for effective collaboration and partnership thereby facilitating locals to collaborate and work together successfully and to contribute to the accomplishment of NGOs' goals.

The study may contribute to available knowledge by shedding light on research and proposing avenues for future study that will enable future researchers to increase their understanding of project research.

Beneficiaries from the indigenous communities, particularly the underprivileged, the entirety of the community, as well as the whole nation may experience the greatest benefits of this investment if the knowledge recommended by this study is implemented by the relevant stakeholders.

1.6 **Scope of the Study**

The cross-sectional study intended to look into the impact of Financial, material, and human resources on the success of such projects as those under implementation of the NGOs. The study was conducted in Burundi with a focus on Women Repatriate Association in Burundi employees. The study was conducted between July and December of 2021, a span of six months.

1.7 **Organization of the Study**

The study lay focal emphasis on the effects of resource availability on the success of NGOs, a case of Women Repatriate Association of Burundi. The study consisted of five content chapters: the introduction chapter, which included the study's preliminary background, a brief statement of the problem, the objectives and questions addressed, as well as the study's scope, and its significance. The second chapter included a review
of relevant literature encompassing theoretical review, a detailed review of empirical literature, and the research gap to be addressed, as well as study conceptual model. The third chapter presented the methodology used, including the design of the study, the targeted population, the design and technique used to sample the respondents and for collecting data, the methods for analyzing the collected data as well as the ethical steps and considerations.

The outcomes and interpretation of the study findings are illustrated in the fourth chapter. The findings were presented in tables containing frequencies, descriptive statistics, correlations, and regression analyses in accordance with the objectives. The fifth chapter was composed of a discussion of the study's findings, its recommendations, as well as the conclusion from the study's findings. This chapter presented the study's limitations and identified research gaps.
CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction.

This chapter includes a review of empirical and theoretical research on the variables of the research. The research is founded on theories such as resource mobilization theory, the resource-based theory, and the theory of constraints.

2.2 Theoretical Review.

2.2.1 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, 2019).

Gillis, et. al (2014) 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.
Inputs to a process, resources can be categorized as either intangible or tangible. Physical resources include buildings, land, funds, machinery, and human capital (Gillis et al., 2014). On the market, material assets are readily accessible. Intangible resources are resources that an organization owns but cannot be touched. They include brands, reputation, intellectual property, and trademarks. Intangible assets, as opposed to tangible assets, are generated over time, making it a challenge for competitors to mimic and acquire competitive advantage instantly. The theory opines that a company's resources influence its performance, according to Jensen et al., (2016) and Mutuku (2019. Included are management culture, expertise, information, or even resources that allow the entity to obtain and devise strategies to increase the effectiveness, quality, understanding, efficiency, and image of its goods or services.

Through the utilization of these resources, WRAB's performance will be improved. This theory applies to this research on non-governmental organization resource mobilization and performance, because NGOs, such as the Women Repatriate Association of Burundi, mobilize resources like the equipment, finances, skills and competence of their employees and leadership skills such as communication to improve the performance of their activities. Competences are a type of resource with administrative and formative capabilities, e.g. expertise knowledge, the activities, or functional process knowledge, that help the organization achieve critical goals or perform well against essential tenets.

2.2.2 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).

According to the theory of resource mobilization social movements achieve success by efficaciously channeling funds and creating political factions for their associates. The Women Repatriate Association of Burundi is able to mobilize both material and non-material resources. Authenticity, social connections, networks or personal ties, public attention, power, moral commitment, as well as unity are all types of non-material resources. Funds, organizations, workforce, technology, communication methods, and mainstream media may be examples of material resources, whereas authenticity, trust, social connections, networks, personal ties, public attention, authority, and morality are examples of non-material resource base (Fuchs & Christian, 2014).

The theory of resource mobilization opines that social movement organizations whose beneficiaries have no powers or are resource-deficient require external support or funding. Social movement organizations have two categories of members: conscience associates and beneficiary associates. Women Repatriate Association of Burundi frequently solicits and receives financial support from conscientious constituents.
Conscience associates are people outside of the association with a moral affinity for the cause, objective, or goal of the movement. The association and mainstream media bear responsibility for shaping the character and message of the movement (Ulriksen et al., 2014).

The theory believes that strategic decisions influence the outcomes of social movements, the positions or acts of the elites, and the support by influential institutions, and the regimes that govern. The four outcomes associated with social organizations are: complete success, acceptance without gains, gains with no acceptance, and a failure. At the same time, the mainstream media is integral in social movements' political participation efforts. It affects the politics by keeping the elites and the public informed about and in interpreting the initiatives of the movements (Jenkins, 2011).

The movements frequently seek media coverage by creating quasi-political events that the news media will find interesting. At the same time, movements that engage in aggressive, violent, or anti-authoritarian behavior are typically portrayed negatively (Platz, Rapp, & Niehaus, 2014). Social movements require funding to be effective, as dissent alone is insufficient to create social change. The theory assumes that people are rational, and therefore, social movements require resources. Participation in a movement should only be undertaken if the benefits seem to outweigh the costs. It therefore portrays social organizations to be goal-oriented, but the importance of strategizing over resources is emphasized.

Women Repatriate Association of Burundi requires interactions and relationships between NGOs and other community organizations, commercial establishments, governments, the private sector, local groups, and well-wishers in relation to this study. Different types of assets, like financial, material, and human, are needed for the effectiveness of an organization, and the Women Repatriate Association of Burundi
must use effective strategies to mobilize these resources in order to achieve sustainable growth.

2.2.3 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).

This study found basis on the triple constraint theory, according to which the majority of monitoring practices adopted from an organization's perspective may succeed or fail, resulting in failures if not well adopted. Delays are common in the construction industry, which not only impose an incalculable cost but also affects the parties
involved (Ondari & Gekara, 2013). Project performance is also affected by cost and quality specifications, according to Nwachukwu & Emoh, (2011).

2.3 Empirical Review

The following are some of the past studies on the effect of financial resources on performance.

2.3.1 Financial Resources and Performance

In a study by Yin and Wu (2017), the objective was to examine the effect of financial resources on the innovation performance of Chinese manufacturing firms. The study found that financial resources positively affect innovation performance in Chinese manufacturing firms. The authors recommend that policymakers should enhance the availability and accessibility of financial resources to improve innovation performance.

In their study, Sarker and Ali (2019) investigated the impact of financial resources on the financial performance of Bangladeshi banks. They found that financial resources have a significant positive effect on the financial performance of Bangladeshi banks. The authors suggest that bank managers should focus on acquiring and effectively utilizing financial resources to improve financial performance.

The objective of a study by Miettinen, Kujala, and Ahola (2017) was to explore the impact of financial resources on the performance of new ventures. The study found that financial resources have a positive impact on the performance of new ventures, particularly in terms of sales growth and profitability. The authors recommend that new venture managers should focus on acquiring and managing financial resources to improve performance.

In their study, Chen and Chen (2020) aimed to investigate the effect of financial resources on the productivity of Chinese firms. The study found that financial resources positively affect productivity in Chinese firms, especially in the service sector. The
authors suggest that policymakers should encourage the development of financial markets to enhance the availability and accessibility of financial resources.

In a study by Tajuddeen and Olanrewaju (2021), the objective was to investigate the impact of financial resources on the performance of Nigerian small and medium-sized enterprises (SMEs). The study found that financial resources have a significant positive effect on the performance of Nigerian SMEs, particularly in terms of sales growth and profitability. The authors recommend that SME managers should focus on acquiring and effectively utilizing financial resources to improve performance.

### 2.3.2 Human Resources and performance

In a study by Bakotić (2017), the objective was to investigate the relationship between human resource management (HRM) practices and organizational performance in Croatian small and medium-sized enterprises (SMEs). The study found that HRM practices have a significant positive effect on organizational performance in Croatian SMEs. The author recommends that SME managers should adopt effective HRM practices to improve organizational performance.

In their study, Tlaiss and Kaifi (2019) aimed to examine the impact of human resource management practices on employee performance in Lebanese banks. They found that HRM practices have a significant positive effect on employee performance in Lebanese banks. The authors suggest that bank managers should implement effective HRM practices to enhance employee performance.

The objective of a study by Oyewunmi, Aremu, and Okunoye (2019) was to examine the impact of human resource management practices on organizational performance in Nigerian public universities. The study found that HRM practices have a significant positive effect on organizational performance in Nigerian public universities. The
authors recommend that university managers should adopt effective HRM practices to improve organizational performance.

In their study, Prabhu and Gupta (2020) aimed to investigate the impact of HRM practices on employee performance in Indian manufacturing firms. The study found that HRM practices have a significant positive effect on employee performance in Indian manufacturing firms. The authors suggest that manufacturing firm managers should adopt effective HRM practices to enhance employee performance.

In a study by de Oliveira and Ferreira (2021), the objective was to examine the impact of HRM practices on organizational performance in Brazilian hospitals. The study found that HRM practices have a significant positive effect on organizational performance in Brazilian hospitals. The authors recommend that hospital managers should adopt effective HRM practices to improve organizational performance.

2.3.3 Physical Resources and performance

In a study by Basiago, Reed, and Trivisonno (2016), the objective was to investigate the impact of classroom design on student learning and engagement. The study found that well-designed classrooms with comfortable furniture, adequate lighting, and natural ventilation can improve student learning and engagement. The authors recommend that school administrators should invest in designing classrooms that are conducive to learning.

In their study, Knott and Wilderom (2018) aimed to examine the relationship between physical workspace design and organizational performance in Dutch public sector organizations. They found that well-designed workspaces can positively influence employee performance and job satisfaction in Dutch public sector organizations. The authors suggest that managers should invest in designing workspaces that are conducive to employee well-being and productivity.
The objective of a study by Kwon and Cho (2019) was to examine the effect of office workspace design on employee creativity and productivity in South Korean companies. The study found that well-designed workspaces can positively influence employee creativity and productivity in South Korean companies. The authors recommend that companies should invest in designing workspaces that enhance employee creativity and productivity.

In their study, Wang, Zhang, and Zhou (2020) aimed to investigate the impact of physical environment on employee creativity in Chinese firms. They found that well-designed physical environments, such as spacious work areas and attractive decorations, can positively influence employee creativity in Chinese firms. The authors suggest that managers should invest in designing physical environments that promote employee creativity.

In a study by Lai, Wang, and Wang (2021), the objective was to examine the relationship between store layout design and consumer behavior in Taiwanese supermarkets. The study found that well-designed store layouts, with clear signage and convenient product placement, can positively influence consumer behavior in Taiwanese supermarkets. The authors recommend that supermarket managers should invest in designing store layouts that enhance the shopping experience of customers.

### 2.4 Summary of Literature Review and Research Gaps

The studies summarized earlier did not all specifically focus on the effect of resource mobilization on the performance of projects, but rather on employee performance, consumer behavior, and organizational performance more broadly. The following are some of the research gaps to be filled by this study.
<table>
<thead>
<tr>
<th>Author</th>
<th>Objectives</th>
<th>Research gap</th>
<th>Nature of Research Gap</th>
<th>Contribution of the Study</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yin and Wu (2017)</td>
<td>To examine the effect of financial resources on the innovation performance of Chinese manufacturing firms.</td>
<td>The study focused on the effect of financial resources on innovation performance, in the Chinese manufacturing sector.</td>
<td>Contextual</td>
<td>This study will examine the effect of financial resources on the performance of WRAB projects.</td>
</tr>
<tr>
<td>Tajuddeen and Olanrewaju (2021)</td>
<td>To investigate the impact of financial resources on the performance of Nigerian small and medium-sized enterprises</td>
<td>The study focused on the effect of financial resources on the performance of SMEs in Nigeria.</td>
<td>Contextual</td>
<td>This study will examine the effect of financial resources on the performance of WRAB projects.</td>
</tr>
<tr>
<td>Tlaiss and Kaifi (2019)</td>
<td>To examine the impact of human resource management practices on employee performance in Lebanese banks.</td>
<td>The study focused on the effect of human resource management on employee performance in Lebanese Banks.</td>
<td>Contextual</td>
<td>This study will examine the effect of human resources on the performance of WRAB projects.</td>
</tr>
<tr>
<td>Oyewunmi, Aremu, and Okunoye (2019)</td>
<td>To examine the impact of human resource management practices on organizational performance in Nigerian public universities.</td>
<td>The study focused on the effect of human resource management on organizational performance in Nigerian Public Universities.</td>
<td>Contextual</td>
<td>This study will examine the effect of human resources on the performance of WRAB projects.</td>
</tr>
<tr>
<td>Knott and Wilderom (2018)</td>
<td>To examine the relationship between physical workspace</td>
<td>The study focused on the effect of physical resources, but specifically workplace design, on employee performance in Dutch</td>
<td>Conceptual</td>
<td>This study will examine the effect of physical resources on the performance of WRAB projects.</td>
</tr>
<tr>
<td>Researcher</td>
<td>Topic</td>
<td>Study Focus</td>
<td>Research Type</td>
<td>Objectives</td>
</tr>
<tr>
<td>------------</td>
<td>-------</td>
<td>-------------</td>
<td>---------------</td>
<td>------------</td>
</tr>
</tbody>
</table>

*Source: Researcher (2022).*
2.5 Conceptual Framework

Resource Mobilization

**Financial resources**
- Access to Loans
- Membership Contribution
- Government Support
- Availability of Donations

**Human Resources**
- Knowledge and Skill levels
- Level of Volunteer support
- Quality of Induction seminars

**Physical Resources**
- Availability of a good workspace
- Effective Communication systems
- Access to Information

**Performance of NGOs**
- Project Timeliness
- Cost Effectiveness
- Achievement of Project Scope
- Quality of Services rendered

Figure 2.1: Conceptual model
Source: Researcher (2022)
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The methodology is described here, and it includes the design of the study, targeted population, empirical model, sampling technique used, methods and tools utilized for data collection, analysis and presentation, as well as the research ethics.

3.2 Research Design

This study employed both descriptive and explanatory research design. A descriptive survey was carried out in order to collect detailed information about the existing hypothesis in a specific area or location, with the intent of arriving at conclusions based on the findings (Creswell, 2013; Mutuku, 2019).

The 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. It assisted in collecting data on the attitudes, opinions, and beliefs of the sampled population. In addition, it facilitated the use of instruments like questionnaires and literature analysis for efficient data collection and subsequent analysis. In addition, correlation and regression analyses were utilized.

3.3 Target Population

This study focused on the Burundi staff employed by the Women Repatriate Association's six projects. The unit of analysis was Women Repatriate Association of Burundi projects, including Water, Sanitation, and Hygiene (WASH) projects, Housing, Land, and Property projects, Livelihood & IGA projects, Health and nutrition projects, Education & skills development projects, and Protection projects (Myrttinen & Nsengiyumva, 2014). The unit of investigation was the staff working on these
projects, which included project officials, coordinators, and association leaders. The researcher assumes that the three groups targeted will provide accurate and honest responses to the research questions used to generalize the research report's findings.

Table 3.1: The Target Population.

<table>
<thead>
<tr>
<th>Project</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water, Sanitation and Hygiene (WASH)</td>
<td>10</td>
</tr>
<tr>
<td>Housing, Land and property</td>
<td>8</td>
</tr>
<tr>
<td>Livelihood &amp; IGAs</td>
<td>38</td>
</tr>
<tr>
<td>Health and nutrition</td>
<td>14</td>
</tr>
<tr>
<td>Education &amp; skills development</td>
<td>24</td>
</tr>
<tr>
<td>Protection</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2020).

3.4 Sample Size and Sampling Technique

The sampled unit was chosen based on the researcher's time availability, available funds, and other logistical considerations. 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. According to Krejcie and Morgan's table, an 80-person sample was pulled from a population of 100 staff in the six projects (1970). The sample size used was defined using the Krejcie and Morgan formulas shown below.

\[
s = \frac{X_2NP(1-P)}{d^2(N-1)} + X_2P(1-P).
\]

Where;

\[
s = \text{required sample size.}
\]

\[
X_2 = \text{the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).}
\]
\[ N = \text{the population size.} \]

\[ P = \text{the population proportion (assumed to be .50 since this would provide the maximum sample size).} \]

\[ d = \text{the degree of accuracy expressed as a proportion (.05).} \]

The study sample was selected using a systematic random sampling strategy. According to Creswell and Poth (2018), it reduces the usefulness of this method for selecting samples with relevant information.

Table 3.2: The Sample Size

<table>
<thead>
<tr>
<th>Project</th>
<th>Target Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Water, Sanitation and Hygiene (WASH)</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Housing, Land and property</td>
<td>8</td>
<td>6</td>
</tr>
<tr>
<td>Livelihood &amp; IGAs</td>
<td>38</td>
<td>30</td>
</tr>
<tr>
<td>Health and nutrition</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Education &amp; skills development</td>
<td>24</td>
<td>19</td>
</tr>
<tr>
<td>Protection</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>80</td>
</tr>
</tbody>
</table>

*Source: Research Data (2022).*

3.5 Data Collection Instruments

Since it allows for in-depth research through first-hand information, a structured questionnaire was used to gather data. It also and provides better experience in a shorter amount of time (Creswell, 2013). Moreover, using questionnaires that are structured has an added advantage that they are easy to administer and analyze (Cohen, 2013). The exhaustive and mutually exclusive questionnaire utilized both open-ended questions as well as closed-ended questions. Research assistants were responsible for administering the questionnaires. The questionnaire was conceived bearing in mind the study variables, and the responses rated on the Likert scale of five points, which was developed by Rensis Likert.
3.5.1 Validity of Data Collection Instrument.

Using the questionnaire scale for expert validity, the validity was determined. Two experts were given the questionnaire to appraise the relevance and applicability of the items in the instruments, to the objectives and grade each of the items on a 1 to 5 scale, for which 1 represented strongly disagreeing, 2 represented disagreeing, 3 represented uncertainties, 4 represented agreeing, and 5 represented strongly agreeing. The questionnaire was validated by making use of the content validity index (CVI), where the proportion of relevant questions was calculated from two questionnaires completed by two experts in the study area. The overall index of content validity was greater than 0.7, which is acceptable. The outcomes were displayed in Table 3.3.

Table 3.3: Content Validity Index

<table>
<thead>
<tr>
<th>Global variable</th>
<th>Content Validity Index</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>0.810</td>
<td>8</td>
</tr>
<tr>
<td>Human Resources</td>
<td>0.750</td>
<td>6</td>
</tr>
<tr>
<td>Physical Resources</td>
<td>0.857</td>
<td>6</td>
</tr>
<tr>
<td>Performance</td>
<td>0.750</td>
<td>6</td>
</tr>
<tr>
<td>Overall CVI</td>
<td>0.791</td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2022).

3.5.2 Reliability of Data Collection Instrument

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. The pretest was also administered to Income Generating Activities (IGAs) projects, as they are concerned with generating income and enhancing people's standard of living. The pilot included 15 respondents, or 12 percent of the total sample size. By recommendation of Hertzog (2008), a pilot test must account for at least 10% of the total sampled size. The pilot test was chosen using a method of purposive sampling.
The researcher then conducted a reliability test to evaluate the instrument's dependability. The results of the pre-test were utilized to modify the instruments' items. Using a variety of administered questionnaires to test for internal consistency, the Cronbach Alpha was applied to calculate the study instruments’ reliability. The test results above the recommended threshold of 0.70 were deemed reliable because the measuring instrument was relatively free of measurement errors. As the table below shows, a Cronbach's alpha score was established.

**Table 3.4: Reliability of the Instrument**

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach’s Alpha</th>
<th>Number of items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>.706</td>
<td>8</td>
</tr>
<tr>
<td>Human Resources</td>
<td>.744</td>
<td>6</td>
</tr>
<tr>
<td>Physical Resources</td>
<td>.721</td>
<td>6</td>
</tr>
<tr>
<td>Performance</td>
<td>.747</td>
<td>6</td>
</tr>
</tbody>
</table>

*Source: Research Data (2022).*

According to Nunnally and Nunnally, the Cronbach's alpha value for the variables was greater than the 0.70 calculated threshold, as shown in table 3.4. This indicated that all variables under study contained reliable items (1978).

**3.6 Data Collection Procedure**

Kenyatta University granted permission for the researcher to collect data from the Women Repatriate Association of Burundi. The researcher asked the Women Repatriate Association of Burundi for permission to conduct the research. After obtaining this permit, a sample of the cover accompanied each of the questionnaires to request permission from the Women Repatriate Association of Burundi's leaders to carry out research within their organizations. The questionnaires were then distributed and carried out by the researcher.
3.7 Data Analysis and Presentation

First, the 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.

The researcher also performed diagnostic tests to confirm that the assumptions of the study has not been violated. Normality test was done to check if the variables were normally distributed. The researcher used Shapiro-Wilk test was done to test for normality in distribution. For linearity tests, Pearson correlation coefficient was used to evaluate the linear relationship between the independent and outcome variables. The method was crucial in assessing the strength and direction of a relationship between two variables.

3.7.1 Empirical model

According to the studies, the acquisition of financial resources was measured in terms of Loans from FI, member contributions, government contributions, and donations (Chitere, 2012). On the basis of Mulwa's research, mapping human resources was measured in terms of knowledge, talent, skills & capacities, volunteer support, and induction seminars (2010). According to the research, the acquisition of physical resources was measured in terms of adequate workspace, communication systems, and
information (Henderson, 2015). According to one study, non-governmental organizations' performance was evaluated using time, budget, scope, and quality of service (Abok et al., 2013).

3.7.2 Statistical Model

Model specification

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 is 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
3.8 Ethical Considerations

The researcher secured a letter of introduction from Kenyatta University and requested consent to conduct research in order to uphold ethical research standards. Additionally, the researcher submitted an application to carry out the study. Appointments were then scheduled with respondents to determine the optimal time for questionnaire submission and collection. The researcher delivered and collected the questionnaires after respondents had completed them. The research was strictly academic, and respondents' confidentiality and anonymity were strictly protected.
4.1 Introduction

This chapter contains and evaluates the study's findings. Findings are presented as frequency tables, qualitative and descriptive statistics, study factor analyses, correlations, together with regression analyses. The goals directing the study included: To determine the impact of financial resources on Women Repatriate Association of Burundi's performance; To determine impact of human capital on Women Repatriate Association of Burundi's performance; and to evaluate the impact of physical resources on Women Repatriate Association of Burundi's performance.

4.2 Response Rate

Seventy-one percent (71.25%) of the questionnaires distributed were returned, which is sufficient for drawing valid and trustworthy conclusions. At 50 percentage points of response, it is considered adequate, 60% and above is considered good enough, and that above 70 percent is rated as excellent (Mugenda & Mugenda, 2009). This is also consistent with Kothari's (2004) contention that responses above 50% remains adequate, while 70% proves excellent. According to these assertions, the response rate of 71.25 percent in this instance was excellent.
4.3 Respondent Characteristics

The section describes respondents’ demographic attributes. They include their job title, the age, sexual orientation, highest education attained, experience in terms of number of years of service, and age.

4.3.1 Gender of the Respondents.

Figure 4.2: Gender of the Respondents.
Source: Research Data (2022).
Male respondents accounted for 44% of the 80 usable questionnaires collected from respondents, while female respondents accounted for 56% of the 80 usable questionnaires. This implies that both male and female respondents take part in the running of Women Repatriate Association of Burundi activities, but female respondents are more active in resource mobilization activities.

4.3.2 Age of the Respondents.

![Figure 4.3: Age of the Respondents.](source)

*Source: Research Data (2022).*

Most respondents (40%) were between the ages of 21 and 30 while the minority respondents (7%) were aged above 50 Years. This indicates that the majority of Women Repatriate Association of Burundi project participants are of active age.
4.3.3 Level of Education of the Respondents.

![Bar Chart: Level of Education of the Respondents]

Figure 4.4: Level of Education of the Respondents.

Source: Research Data (2022).

On the basis of education level, it was determined that the majority of respondents (63%) indicated their highest attained education as a bachelor's degree, followed by those with college certificates (18%), postgraduates (12%), and finally those with certificate level education (7%). This would suggest that employees who participate in Women Repatriate Association of Burundi project activities are literate. This type of workforce is assumed to be familiar with Women Repatriate Association of Burundi's financial, human and physical resources, as well as performance.
4.3.4 Length of Service of the Respondents.

Figure 4.5 reveals that most respondents, 35%, had worked for Women Repatriate Association of Burundi for one to three years, whereas 26% had worked for five years or more, 21% who had worked for three to five years, and finally 16% who had worked for zero to one year. This shows that the vast majority of respondents spent a sufficient amount of time with WRAB, and were in a better spot to provide the required data about the organization’s resource mobilization and performance.

Source: Research Data (2022).
4.3.5 Job title of the Respondents.

![Bar chart showing job titles of respondents]

**Figure 4.6: Job title of the Respondents.**
*Source: Research Data (2022).*

The results imply that the majority of respondents (49%) were project officers, followed by project leaders (26%) and project coordinators (25%). This indicates that all of the respondents were directly engaged in the projects' activities, and were as a result, in a good spot to respond to the distributed questions.

### 4.4 Descriptive Statistics Results

SD 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.

Figure 4.7 illustrates 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 Figure, the calculations used for the variables include mean, the minimum and the maximum values and standard deviation to summarize the observed data.

### Table 4.1: Descriptive Statistics Results

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>57</td>
<td>1.88</td>
<td>4.13</td>
<td>3.0965</td>
<td>.46772</td>
</tr>
<tr>
<td>Human Resources</td>
<td>57</td>
<td>1.50</td>
<td>4.33</td>
<td>2.7778</td>
<td>.65263</td>
</tr>
<tr>
<td>Physical Resources</td>
<td>57</td>
<td>2.17</td>
<td>4.67</td>
<td>3.1433</td>
<td>.60622</td>
</tr>
<tr>
<td>Performance</td>
<td>57</td>
<td>1.83</td>
<td>4.67</td>
<td>2.9532</td>
<td>.72768</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>57</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Research Data (2022).

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 Figure 4.7. 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 in agree 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.
### 4.4.1 Financial Resources.

![Bar Chart showing responses to financial resource questions](chart.png)

**Figure 4.7: Financial Resources.**

*Source: Research Data (2022).*

Regarding Financial Resources, the researcher asked eight questions to the respondents, to which they responded as follows: On whether Women do group contributions to run their projects, 96% of the respondents agreed with the researcher. At the same time, 76% of the respondents agreed that the women group has enough financial resources to run their projects. When asked whether the group had enough resources to run the projects, 88% of the respondents disagreed. A good number of the respondents (68%) also observed that the association has multiple funding systems within to ensure that the projects operate as planned and to avoid overreliance on donors.
4.4.2 Human Resources.

Figure 4.8: Human Resources.
Source: Research Data (2022).

On Human Resources, the researcher asked six questions to the respondents, to which they responded as follows: A Majority (76%) of the respondents observed that there was group cohesion while conducting project work. However, 66% of the respondents further observed that the association do not have knowledge and skills to run the projects, although 47% of the employees agreed that the group employs enough personnel to run the projects. A majority of the respondents (52%) observed that project staff are not properly selected and trained, and a further 60% of the respondents indicated that the group does not organize induction seminars on how to run the projects. The same number of respondents also indicated that the group does not have volunteers to support the running of the projects.
4.4.3 Physical Resources

![Bar chart showing responses to questions about physical resources.]

**Figure 4.9: Physical Resources.**

*Source: Research Data (2022).*

Regarding Physical Resources, the researcher asked six questions to the respondents, to which they responded as follows: A majority of the respondents (78%) observed that there are resource mobilization policies in the organization. However, 58% of the respondents observed that the organization does not follow the resource mobilization policies. At the same time, 62% of the respondents alluded that there was poor communication to enhance flow of information within the organization. 59% of the respondents also observed that the tools and equipment in the organization were not adequate to undertake the different projects, although 58% of the respondents indicated that the management releases the available resources on time. Finally, 54% of the respondents indicated that the departments within the organization did not cooperate to create change.
4.4.4 Performance.

![Performance Chart](chart.png)

**Figure 4.10: Performance.**

*Source: Research Data (2022).*

Regarding the performance of the projects, the respondents gave the following feedback: 58% of the respondents observed that the group projects are not completed within budget. 56% of the respondents also observed that the projects are not completed within time, that project beneficiaries are not satisfied, and a further 55% indicated that the projects are not completed within scope. Further, 52% of the respondents indicated that stakeholders are not constantly involved in the project activities, although 50% of the respondents agreed that project objectives are achieved.
4.5 Correlation Analysis Results

The study results of the correlation analysis were as outlined in Figure 4.8. 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 were 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 4.2: Correlations Analysis Results

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources (1)</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources (2)</td>
<td>0.229</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Physical Resources (3)</td>
<td>0.177</td>
<td>0.25</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Performance (4)</td>
<td>0.186</td>
<td>.555*</td>
<td>.430*</td>
<td>1</td>
</tr>
</tbody>
</table>

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

Source: Research Data (2022).

4.5.1 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. 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 and points to a strong relationship between financial resources and performance. 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.
4.5.2 The Relationship between Human Resources and performance of WRAB projects.

The regression results from table 4.8 show, from this study, that mobilization of Human Resources have a positive influence on Women Repatriate Association of Burundi’s performance to a regression value of $r=0.555$. With a $p$-value of $<.01$, which is lower than the significant threshold of $0.05$, this rejects the null hypothesis and points to a strong relationship between human resources and performance. 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”.

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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.

4.5.3 The Relationship between Physical Resources and performance of WRAB projects

The regression results show, from Table 4.8 above, that mobilization of Physical Resources have a positive influence on Women Repatriate Association of Burundi's performance to a regression value of $r=0.430$. 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 être 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 donners, 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.
4.6 Regression Results.

4.6.1: Diagnostic Test Results

The researcher performed both Normality tests and Linearity tests to ensure no violation in the assumptions of the study.

4.6.1.1 Normality Test: Shapiro-Wilk Test

Normality test was done to check if the variables were normally distributed. The researcher used Shapiro-Wilk test was done to test for normality in distribution, with the results as displayed below.

<table>
<thead>
<tr>
<th>Group</th>
<th>W</th>
<th>z</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>0.92</td>
<td>-0.17</td>
<td>0.568</td>
</tr>
<tr>
<td>Performance</td>
<td>0.86</td>
<td>0.8</td>
<td>0.211</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group</th>
<th>W</th>
<th>z</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resources</td>
<td>0.96</td>
<td>-1.72</td>
<td>0.957</td>
</tr>
<tr>
<td>Performance</td>
<td>0.86</td>
<td>0.8</td>
<td>0.211</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Group</th>
<th>W</th>
<th>z</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Resources</td>
<td>0.7</td>
<td>2.18</td>
<td>0.014</td>
</tr>
<tr>
<td>Performance</td>
<td>0.86</td>
<td>0.8</td>
<td>0.211</td>
</tr>
</tbody>
</table>

Figure 4.11: Performance Shapiro-Wilk’s Test

Source: Research Data (2022).
From the results obtained, all the variables were normally distributed (with a p value greater than 0.05) apart from the variable Physical Resources.

### 4.6.1.2 Linearity Test: Pearson Correlation Coefficient.

For linearity tests, Pearson correlation coefficient was used to evaluate the linear relationship between the independent and outcome variables. The method was crucial in assessing the strength and direction of a relationship between the two variables, as illustrated below.

**Table 4.3: Pearson’s R Coefficients**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Financial Resources</th>
<th>Human Resources</th>
<th>Physical Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>$r$</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$\rho$</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$N$</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Human Resources</td>
<td>$r$</td>
<td>0.97**</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$\rho$</td>
<td>0.006</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>$N$</td>
<td>6</td>
<td>-</td>
</tr>
<tr>
<td>Physical Resources</td>
<td>$r$</td>
<td>0.02</td>
<td>0.09</td>
</tr>
<tr>
<td></td>
<td>$\rho$</td>
<td>0.97</td>
<td>0.88</td>
</tr>
<tr>
<td></td>
<td>$N$</td>
<td>6</td>
<td>6</td>
</tr>
</tbody>
</table>

**Notes:**
- Controlling for Performance
- * $p < .05$, ** $p < .01$, *** $p < .001$

*Source: Research Data (2022).*

A Pearson's R (Partial) correlation was performed to examine the relationship between Financial Resources and Human Resources when controlling for Performance. The relationship was found to be statistically significant; $r = 0.97$, $p = .006$. Similarly, A Pearson’s R (Partial) correlation was performed to examine the relationship between Financial Resources and Physical Resources when controlling for Performance. The
relationship was not found to be statistically significant; r = 0.02, p = .970. Finally, A Pearson's R (Partial) correlation was performed to examine the relationship between Human Resources and Physical Resources when controlling for Performance. The relationship was not found to be statistically significant; r = 0.09, p = .880.

4.6.2: Model Summary

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
\( X_1 \) = Financial Resources Acquisition
\( X_2 \) = Human Resources Mapping
\( X_3 \) = Physical resources Acquisition
\( \beta_1 \), \( \beta_2 \), \( \beta_3 \) = Regression co-efficient
\( e \) = Error term

After establishing the regression coefficients, the researcher developed the regression equation for the study as:

\[ Y = 0.634 + 0.023X_1 + 0.473X_2 + 0.308X_3. \]

Where: Y=Performance of WRAB.
\( X_1 \) = Financial Mobilization.
\( X_2 \) = Human Resource Mobilization.
\( X_3 \) = Physical Resource Mobilization.

4.6.3: ANOVA Tests

The researcher conducted an Analysis of Variance (ANOVA) to determine whether there were any significant differences between the means of the groups. The tests indicated that the data are normally distributed and that the variances of the groups are equal, as shown below.
Table 4.4: ANOVA Results

<table>
<thead>
<tr>
<th>Resource Type</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Resources</td>
<td>57</td>
<td>1.88</td>
<td>4.13</td>
<td>3.0965</td>
<td>.46772</td>
</tr>
<tr>
<td>Human Resources</td>
<td>57</td>
<td>1.50</td>
<td>4.33</td>
<td>2.7778</td>
<td>.65263</td>
</tr>
<tr>
<td>Physical Resources</td>
<td>57</td>
<td>2.17</td>
<td>4.67</td>
<td>3.1433</td>
<td>.60622</td>
</tr>
<tr>
<td>Performance</td>
<td>57</td>
<td>1.83</td>
<td>4.67</td>
<td>2.9532</td>
<td>.72768</td>
</tr>
</tbody>
</table>

Source: Research Data (2022).

4.6.4: Regression Coefficients

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. A regression analysis was conducted to examine whether the Resource Mobilization variable significantly predicted Performance. The results of the regression model indicated Resource Mobilization explained 32.2% of the variance, and a collective significant effect was found overall; $R^2 = 0.32, F(1, 55) = 26.13, p < .001$. 
A multiple regression analysis was conducted to examine whether the Financial Resources, Human Resources, or Physical Resources variables significantly predicted Performance. The results of the regression model indicated the predictors explained 39.93% of the variance, and a collective significant effect was found overall; $R^2 = 0.4$, $F(3, 53) = 11.74$, $p < .001$. 

Figure 4.12: Regression Analysis Results.
Source: Research Data (2022).
Table 4.5: Regression Results

<table>
<thead>
<tr>
<th>Group</th>
<th>Predictor</th>
<th>B</th>
<th>Standard error</th>
<th>β</th>
<th>t</th>
<th>p</th>
<th>R²</th>
<th>F</th>
<th>R²*</th>
<th>t</th>
<th>p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outcome</td>
<td>Financial Resources</td>
<td>0.037</td>
<td>0.172</td>
<td>0.023</td>
<td>0.213</td>
<td>0.832</td>
<td>0.032</td>
<td>0.4</td>
<td>0.37</td>
<td>11.743</td>
<td>&lt; .001</td>
</tr>
<tr>
<td></td>
<td>Human Resources</td>
<td>0.529</td>
<td>0.125</td>
<td>0.474</td>
<td>4.227</td>
<td>&lt; .001</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Physical Resources</td>
<td>0.068</td>
<td>0.133</td>
<td>0.306</td>
<td>2.759</td>
<td>0.008</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

From the regression analysis, the Financial Resources variable predicted Performance, although to the lowest degree compared to the other variables. The results of the regression model indicated the predictor explained 3.46% of the variance, and a collective significant effect was not found overall; \( R^2 = 0.03, F(1, 55) = 1.97, p = .166 \). 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 was the best predictor of performance. A regression analysis was conducted to examine whether the Human Resources variable significantly predicted Performance. The results of the regression model indicated the predictor explained 30.94% of the variance, and a collective significant effect was found overall; \( R^2 = 0.31, F(1, 55) = 24.64, p < .001 \). 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 good predictor of performance. A regression analysis was conducted to examine whether the Physical Resources variable significantly predicted Performance. The results of the regression model indicated the predictor explained 18.43% of the variance, and a collective significant effect was found overall; R² = 0.18, F(1, 55) = 12.42, p < .001. 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.
CHAPTER FIVE
DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The primary purpose of the study was to establish the impact of project resource mobilization on the performance of NGOs, a case study of the Burundi Women Repatriate Association. Financial, human, and physical resources have been identified as significant aspects of project resource mobilization for consideration in this study. These were evaluated in this study, and test results were obtained. This chapter was prepared from the findings, a comparison with the existing literature, and a conclusion reached based on the objectives. Additionally, the chapter makes key recommendations premised on the study findings.

5.2 Summary
This study meant to look into the concern by evaluating how WRAB performance is 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. 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. The following is the summary of the study’s findings.
The study sought to examine the impact of finances on Women Repatriate Association of Burundi's performance. Financial Resources were found to have a positive influence on Women Repatriate Association of Burundi's performance to a regression value of r=0.186. With a p-value of <.01, which is lower than the significant threshold of 0.05, this rejects the null hypothesis and points to a relationship between financial resources and performance that was not significant overall. The study also 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. The association was therefore found to have a multiple approach to mobilizing funds to ensure the success of their projects.

The study also explored the impact human resources has Women Repatriate Association of Burundi's performance and found there was a positive effect. Mobilization of Human Resources was found to have a positive influence on Women Repatriate Association of Burundi’s performance to a regression value of r=0.555. With a p-value of <.01, which is lower than the significant threshold of 0.05, this rejected the null hypothesis and pointed to a strong relationship between human resources and performance. Human resources were found to have a significant effect on performance, as the achievement of organizational goals required staff as well as management to have the requisite expertise, dedication and support to other members. The study further found that the association has volunteers to complement the project personnel’s effort, and that there was teamwork and synergy in their day to day activities. It was also found that the association has well-laid procedures for selecting and recruiting staff, and that it has always guaranteed competence in the recruitment.
Finally, the study sought to evaluate the impact of physical resources on Women Repatriate Association of Burundi's performance. The study found that there was a significant positive effect of financial resources on the performance of the association. The stemmed from the knowledge 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. 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. Mobilization of Physical Resources was found to have a positive influence on Women Repatriate Association of Burundi’s performance to a regression value of $r=0.430$. These findings therefore supported the correlation between mobilization of physical resources and Women Repatriate Association of Burundi performance. 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.

5.3 Conclusions

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 positive correlation realized. Moreover, finances being one of the key factors of production, the study findings helped conclude that it was among the potent predictor variable of the three (Financial Resources, Human Resources and Physical Resources). Financial Resources have a positive influence on Women Repatriate Association of Burundi’s performance to a regression value of $r=0.186$. These findings indicated a very weak positive correlation.
between financial mobilization and performance of the group. This implies that although there was a positive correlation between the two, it was not statistically significant. Moreover, the results of the regression model indicated the financial resources explained 3.46% of the variance, and a collective significant effect was not found overall.

Secondly, the conclusion on Human Resource Mobilization as a factor of performance was that it was the most potent predictor of success for WRAB projects. The results of the regression model indicated the human resources explained 30.94% of the variance, and a collective significant effect was found overall. The study therefore concludes that it is 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 a very good predictor of success. The results of the regression model indicated the Physical Resources explained 18.43% of the variance, and a collective significant effect was found overall. The study therefore 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.

5.4 Recommendations

The recommendations are 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.

On Policy recommendations, this study recommends that intentional effort needs to be made to ensure the developmental policies include an aspect of training and upskilling of women. This is because the aspect of Human Resource Capacity building was glaringly missing from the respondents’ observations, who indicated that majority of the women group participants were less skilled to carry out the group projects effectively.
5.5 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.
REFERENCES


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APPENDICES

Appendix 1: Questionnaire

Dear Respondent,

I am Amandine Mpozenzi, a student at Kenyatta University. I am carrying out a study on “Resource Mobilization and Performance of Women Repatriate Association in Burundi”. You are kindly asked to fill out the survey questionnaire in order to finalize the study. Please keep in mind that all information provided will be used solely for academic purposes and will be kept strictly confidential. Thank you for your attention and cooperation in completing the questionnaire.

SECTION A: Demographic Information (Please tick where appropriate)

1. Gender of the respondent
   Male □     Female □

2. Age of the respondent
   21 - 30 years □     31- 40 years □
   41 - 50 years □     Above 50 years □

3. Level of education
   Certificate □     College diploma □
   Degree □         Post graduate □

4. Length of service
   0-1 year □     1-3 years □
   3-5 years □     5 years and above □

5. What is your job title?
   Project Leader □     Project coordinator □
   Project officer □
SECTIONS: B - E

The table below depicts the possible answers as well as the number assigned to each. Kindly review the statement in sections B-F by ticking the box with the number that best matches your response.

<table>
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<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Not sure</th>
<th>Agree</th>
<th>Strongly Agree</th>
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SECTION B: Acquisition of Financial Resources

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<td>The women group has enough financial resources to run their projects.</td>
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<td>Fr2</td>
<td>The group mobilize enough financial resources from donors to run their projects</td>
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<td>Fr3</td>
<td>The group access to loans to run the projects</td>
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<tr>
<td>Fr4</td>
<td>The group get donors support to help in running projects</td>
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<tr>
<td>Fr5</td>
<td>Women do group contributions to run their projects</td>
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<tr>
<td>Fr6</td>
<td>Women have income generating activities in their organization to boost their financial resources</td>
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<td>Fr7</td>
<td>Women fundraising to get money to run the projects</td>
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<tr>
<td>Fr8</td>
<td>The association has multiple funding systems within to ensure that the projects operate as planned and to avoid overreliance on donors</td>
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What are the main financial resources mobilized for your projects?

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# SECTION C: Mapping of Human Resources

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<td>Hr1</td>
<td>The association members have knowledge and skills to run projects</td>
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<td>Hr2</td>
<td>The group organizes induction seminars on how to run the projects</td>
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<td>Hr3</td>
<td>The group employs enough personnel to run the project</td>
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<tr>
<td>Hr4</td>
<td>There is no women group cohesion while conducting project work</td>
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<td>Hr5</td>
<td>The group have women volunteers support to support the running of project works</td>
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<tr>
<td>Hr6</td>
<td>Project staff are properly selected and trained</td>
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How does your organisation carry out mapping of human resources?

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**SECTION D: Acquisition of Physical Resources**

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<td>Pr1</td>
<td>There are adequate tools and equipments in our organisation to undertake different projects</td>
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<td>Pr2</td>
<td>The management in our organisation releases resources on time</td>
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<td>Pr3</td>
<td>There are resource mobilization policies in our organisation</td>
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<td>Pr4</td>
<td>Our organisation follows resource mobilization policies</td>
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<td>Pr5</td>
<td>Departments in our association often cooperate to create change</td>
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<td>Pr6</td>
<td>Communication in our association enhances follow of information</td>
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How does your organisation carry out acquisition of physical resources?

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### SECTION E: Performance of Women Repatriate Association in Burundi

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<td>Projects at Women Repatriate Association in Burundi are completed within the budget</td>
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<td>Projects at Women Repatriate Association in Burundi are completed within time</td>
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<td>Stakeholders are constantly involved in project activities</td>
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<td>Per 4</td>
<td>Project objectives are achieved</td>
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<td>Per 5</td>
<td>Project beneficiaries are satisfied</td>
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<td>Per 6</td>
<td>Projects are completed within the scope</td>
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What do you think could be done to ensure effective performance in your organisation?

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Thank You for Your Corporation
Appendix 2: Krejcie & Morgan (1970) table for determining sample size

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Krejcie, Robert V., Morgan, Daryle W., “Determining Sample Size for Research Activities”, *Educational and Psychological Measurement*