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**Effect of Resource Allocation on Project Success in
Non-Profit Organizations in the Nigeria**

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Abstract

Purpose: The aim of the study was to assess the effect of resource allocation on project success in non-profit organizations in the Nigeria.

Methodology: This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

Findings: The study found that when resources, including financial, human, and technological assets, are strategically distributed, organizations can better achieve their objectives and maximize impact. For instance, optimal financial management allows non-profits to fund essential programs and services, while adequate staffing enhances project implementation through diverse skills and perspectives. Moreover, the alignment of resources with project goals fosters greater stakeholder engagement,

resulting in improved collaboration and support. Ultimately, effective resource allocation not only contributes to immediate project outcomes but also strengthens the long-term sustainability and growth of non-profit organizations, enabling them to adapt to changing community needs and challenges.

Implications to Theory, Practice and Policy: Resource-based view (RBV), theory of constraints (TOC) and systems theory may be used to anchor future studies on assessing the effect of resource allocation on project success in non-profit organizations in the Nigeria. In the realm of practical implementation, organizations are encouraged to initiate pilot projects aimed at testing Blockchain applications in targeted supply chain processes. In the policy domain, collaboration with policymakers is vital to develop clear and supportive regulatory frameworks for Blockchain adoption in supply chains.

Keywords: *Resource Allocation, Project Success, Non-Profit Organizations*

INTRODUCTION

Resource allocation plays a critical role in the success of projects within non-profit organizations, as these entities often operate with limited budgets and must prioritize their resources effectively to achieve their goals. In developed economies like the United States, project success is often gauged by goal achievement, community impact, and adherence to scope. For example, the U.S. Department of Transportation's Infrastructure Investment and Jobs Act (IIJA) allocated \$1.2 trillion for enhancing transportation systems, with a reported 85% of projects meeting their intended goals, significantly improving road safety and reducing congestion (U.S. Department of Transportation, 2022). The community impact has been profound, with states reporting a 15% reduction in traffic accidents and a 20% increase in public transport usage since the implementation of these projects. Moreover, the IIJA has resulted in an estimated 500,000 jobs being created, indicating the project's economic viability and positive community outcomes. By completing projects within the defined scope, these initiatives exemplify successful project management and execution in a developed context.

In Japan, the Tokyo 2020 Olympics, held in 2021 due to the pandemic, also serves as a significant example of project success. Despite initial setbacks, the organizing committee achieved over 90% of its project goals, including sustainable venue construction and community engagement initiatives (International Olympic Committee, 2022). The event generated approximately ¥1.6 trillion (around \$15 billion) in economic impact, showcasing its effectiveness in promoting tourism and international exposure. Moreover, post-event surveys indicated a 30% increase in community satisfaction regarding local infrastructure improvements. The timely completion of the projects associated with the Olympics, within the allocated budget, further demonstrates effective scope management and successful project outcomes.

In developing economies, project success is often measured by the realization of goals and the extent of community benefits. For instance, the Kenya Vision 2030 initiative aims to transform the country into a newly industrializing, middle-income nation. Recent evaluations indicate that about 75% of the projects under this framework have met their objectives, significantly enhancing infrastructure and access to education (Kenya National Bureau of Statistics, 2021). Community impacts are notable, with a reported increase of 25% in access to clean water and sanitation facilities since the program's inception. Furthermore, the completion of projects within the defined scope has led to improved public trust in government initiatives, demonstrating the effectiveness of strategic project management.

In Brazil, the Bolsa Família Program has significantly impacted poverty alleviation since its launch in 2003. By 2022, the program had successfully enrolled over 14 million families, achieving a goal completion rate of 93% in providing conditional cash transfers to the poorest households (Ministério da Cidadania, 2022). This initiative has played a crucial role in reducing extreme poverty by approximately 25% and improving educational outcomes, with school attendance rates rising by 15% among beneficiary children. The program effectively operates within its budget, demonstrating efficient resource allocation and project management. These achievements illustrate how well-designed social assistance programs can drive substantial community improvements in developing economies.

Similarly, Indonesia's National Program for Community Empowerment (PNPM), initiated in 2007, aims to improve local governance and enhance access to basic services through community-driven

development. By 2021, PNPM had funded over 20,000 infrastructure projects, achieving an overall goal completion rate of 90% (Bappenas, 2022). The program has significantly impacted community welfare, with reports indicating a 30% increase in access to clean water and sanitation facilities. Additionally, community engagement in project implementation has fostered a sense of ownership and responsibility, leading to sustainable development outcomes. The PNPM has effectively completed projects within its defined scope and budget, showcasing the importance of participatory approaches in project success.

Similarly, the Bangladesh Rural Electrification Program has been pivotal in providing electricity to remote areas, achieving a remarkable success rate of 90% in its goal achievement. As of 2022, approximately 80% of rural households have access to electricity, drastically improving living standards and economic opportunities (Bangladesh Power Development Board, 2023). The community impact is profound, with studies indicating that households with electricity have experienced a 40% increase in income due to better productivity and business opportunities. The program was executed within its financial and time constraints, reflecting effective project scope management. This initiative highlights how project success in developing economies can lead to substantial social and economic improvements.

In Mexico, the Prospera Program, previously known as Oportunidades, was initiated to combat poverty through conditional cash transfers aimed at improving health and education among low-income families. By 2020, the program had reached over 6 million households, achieving a goal completion rate of 90% (Secretaría de Bienestar, 2021). Evaluations showed that beneficiaries experienced a 25% increase in school enrollment rates and improved health outcomes, with a 30% reduction in stunting among children. The program's design allowed for effective execution within its budget, demonstrating efficient resource management. This highlights how targeted cash transfer programs can effectively foster community development and well-being in developing contexts.

Another successful initiative is Colombia's National Program for Youth Employment, which aims to integrate disadvantaged youth into the labor market. Established in 2014, this program has successfully placed over 300,000 young people in jobs by 2022, achieving a goal completion rate of approximately 85% (Ministerio del Trabajo, 2022). The community impact is significant, as the employment rate among participants has risen by 40%, helping to reduce poverty levels among youth. The program has operated within its defined scope, successfully utilizing available resources to maximize its impact. This example underscores the importance of targeted employment initiatives in promoting economic stability and community empowerment in developing economies.

Vietnam's National Target Program for Sustainable Poverty Reduction (NTP-SPR), initiated in 2016, aims to reduce poverty rates in rural areas through various livelihood enhancement strategies. By the end of 2022, the program had achieved a goal completion rate of 80%, benefiting over 1 million households (Vietnam Ministry of Planning and Investment, 2022). The community impact has been significant, with poverty rates in targeted areas dropping by 15%. Furthermore, the program emphasizes gender equality, with 40% of participants being women, highlighting the importance of inclusivity in development projects. The effective management of resources has allowed the NTP-SPR to complete projects within budgetary constraints, showcasing its success.

In Nigeria, the National Social Investment Program (NSIP) was established to address poverty and unemployment among vulnerable populations. Launched in 2016, NSIP has successfully enrolled over 5 million beneficiaries in its cash transfer scheme, achieving a goal completion rate of 85% by 2022 (Federal Ministry of Humanitarian Affairs, Disaster Management and Social Development, 2022). The program has significantly impacted community welfare, with beneficiaries reporting a 25% increase in household income and improved access to basic services. The NSIP has effectively managed its scope and resources, operating within the designated budget, which is crucial for its sustainability. This initiative underscores the potential of social investment programs to drive economic empowerment and social stability in developing economies.

In sub-Saharan economies, project success is often reflected in the achievement of targeted goals and community development. A prime example is the African Development Bank's (AfDB) Programme for Infrastructure Development in Africa (PIDA), which has successfully implemented 40% of its targeted projects since its inception. These projects have facilitated cross-border transportation and energy access, significantly enhancing regional trade, with a reported increase in trade volume of 15% among member countries (AfDB, 2021). The positive community impact is evident, with over 3 million people gaining access to reliable electricity and improved transport networks, leading to a reduction in travel time by 30%. The projects have largely been completed within the established scope, showcasing effective management practices.

Another noteworthy example is the Ethiopian Productive Safety Net Programme (PSNP), which has provided support to millions of food-insecure households. Evaluations reveal that the program has successfully met 85% of its goals, contributing to improved food security for over 10 million individuals (World Bank, 2022). The community impact includes a 20% reduction in malnutrition rates among targeted populations, enhancing overall health outcomes. The PSNP has effectively utilized resources, completing its projects within the defined budget and timeframe, which underscores the significance of strategic planning in achieving project success. This program illustrates how focused initiatives can lead to substantial improvements in community resilience and welfare in sub-Saharan contexts.

Resource allocation is critical to the success of projects, as it encompasses the distribution of financial resources, human resources, and time. Effective financial resource allocation ensures that projects have adequate funding to cover all expenses, thereby preventing delays and resource shortages. Human resources play a pivotal role, as the skills and expertise of team members directly influence project performance and community engagement. Furthermore, time management is crucial; projects that adhere to timelines are more likely to meet their goals and fulfill community expectations. Research indicates that projects with well-planned resource allocation frameworks are 30% more likely to achieve their objectives compared to those with inadequate planning (Kumar & Kumar, 2021).

Linking these resource types to project success, financial resources are vital for achieving project goals, as they enable the procurement of necessary materials and services. Human resources, particularly when effectively trained and engaged, enhance the project's community impact through improved service delivery and stakeholder participation. The allocation of time is equally significant, as it directly affects the project's ability to meet deadlines and remain within scope. Projects that prioritize time management often report higher satisfaction levels among beneficiaries, demonstrating a positive community impact (Smith & Jones, 2022). Overall, a

balanced and strategic approach to resource allocation can significantly influence project success across various dimensions.

Problem Statement

In the context of non-profit organizations, effective resource allocation is crucial for achieving project success, yet many organizations struggle to optimize their financial, human, and time resources. Insufficient financial resources can lead to project delays, reduced service quality, and ultimately, failure to meet community needs (Bennett & Savani, 2021). Moreover, the misallocation of human resources often results in underutilized talents and skills, impacting the overall productivity and effectiveness of project teams (Greenfield, 2020). Time management is another critical aspect; projects that lack structured timelines frequently encounter overruns, leading to a diminished impact on intended beneficiaries (Murray, 2023). Given the increasing competition for funding and the rising expectations from stakeholders, understanding the relationship between resource allocation and project success in non-profit organizations is essential to ensure that these organizations can fulfill their missions effectively and sustainably.

Theoretical Framework

Resource-Based View (RBV)

The resource-based view (RBV) theory, originated by Edith Penrose in 1959 and later developed by Jay Barney, posits that an organization's competitive advantage is derived from its unique resources and capabilities. The central theme of RBV is that the effective utilization and allocation of resources financial, human, and social are crucial for organizational success. In the context of non-profit organizations, understanding how resources are allocated can illuminate factors that contribute to project success, as organizations with better resource management are more likely to fulfill their missions effectively (Barney, 2020).

Theory of Constraints (TOC)

Developed by Eliyahu M. Goldratt in the 1980s, the theory of constraints (TOC) focuses on identifying and managing the limiting factors that hinder an organization from achieving its goals. The primary theme of TOC is that organizations must prioritize resource allocation to address constraints to improve performance and success. For non-profit organizations, applying TOC can help identify resource bottlenecks, ensuring that project managers allocate resources effectively to overcome obstacles and enhance project success (Cox, 2021).

Systems Theory

Systems theory, rooted in the works of Ludwig von Bertalanffy, emphasizes the interdependence and interactions among various components within an organization. This theory posits that effective resource allocation must consider the organization as a whole rather than isolated parts. For non-profit organizations, Systems Theory underscores the importance of integrated resource management, where the allocation of financial, human, and time resources is aligned with overall project objectives and community needs, thereby enhancing project success (Kovács & Spens, 2022).

Empirical Review

Bennett & Savani (2021) examined how financial resource allocation influences project outcomes within non-profit organizations. Utilizing a mixed-methods approach, the researchers distributed

surveys to 150 non-profit managers and conducted in-depth interviews to gain qualitative insights. Their findings indicated that organizations with a structured budgeting strategy reported 30% higher project success rates compared to those lacking financial planning. Specifically, the study highlighted that clear financial forecasting allowed organizations to allocate resources more efficiently, reducing wastage and enhancing overall performance. The qualitative interviews revealed that managers who perceived their funding as adequate were more likely to report higher levels of staff morale and project commitment. This study emphasizes the importance of developing robust financial management frameworks tailored to the unique challenges faced by non-profits. Consequently, the authors recommend that organizations implement rigorous financial planning processes to better align their resources with project goals. By doing so, non-profits can improve not only their project outcomes but also their long-term sustainability. The research provides valuable insights for stakeholders, funders, and policy-makers who aim to enhance the effectiveness of non-profit initiatives. Overall, the study contributes to the growing body of literature that underscores the relationship between financial resource allocation and project success.

Greenfield (2020) explored the critical relationship between human resource allocation and the effectiveness of community-based projects in non-profit organizations. The research employed a qualitative methodology, conducting focus group discussions with 50 project staff members from various non-profit organizations. Through thematic analysis, the study revealed that optimal human resource distribution led to a 25% increase in project effectiveness. Participants highlighted that effective training and skill matching significantly enhanced team performance, facilitating smoother project implementation. Moreover, the findings indicated that organizations with clear roles and responsibilities experienced fewer conflicts and higher levels of collaboration among staff. This research emphasizes the necessity of strategic human resource management in non-profit organizations, where the proper allocation of skills and expertise is paramount for achieving project objectives. Greenfield also suggests implementing regular training and development programs to maximize human resource potential. The study concludes by advocating for a shift toward more participatory approaches in human resource allocation, enabling organizations to harness the full capabilities of their workforce. Overall, the research contributes to the understanding of how human resources impact project success in non-profit settings, offering actionable insights for managers and leaders in the field.

Murray (2023) analyzed the critical role of time management in non-profit projects and its effect on overall success rates. In this quantitative study, Murray surveyed 200 project managers across various non-profit organizations, collecting data on project timelines and completion rates. The results showed that projects adhering to well-structured timelines achieved a remarkable 40% higher success rate compared to those without clear time management strategies. Additionally, the study highlighted that effective time management not only improved project outcomes but also enhanced stakeholder satisfaction and community impact. Managers who utilized project management tools reported greater clarity in task execution, leading to timely project delivery. The research underlines the necessity for non-profit organizations to adopt systematic approaches to time management to mitigate delays and resource wastage. Murray also emphasizes the importance of regular progress monitoring and adaptive management practices, which can significantly enhance the likelihood of project success. By incorporating effective time management strategies, organizations can better allocate their resources, ensuring that both human and financial

investments yield optimal results. This study ultimately provides a compelling case for prioritizing time management within non-profit project frameworks, offering valuable recommendations for practitioners aiming to improve their project outcomes.

Kim & Park (2019) investigated how different resource allocation strategies influenced the sustainability of projects in non-profit organizations. Employing a case study approach, they analyzed three non-profit organizations over a five-year period, focusing on their resource allocation practices and project sustainability outcomes. The study revealed that organizations employing participatory resource allocation strategies experienced a 50% greater sustainability in their projects compared to those that did not. Participants in the case studies expressed that involving stakeholders in resource decisions not only improved the relevance of the projects but also enhanced community ownership and support. Furthermore, the research highlighted that organizations that regularly reviewed and adjusted their resource allocation based on stakeholder feedback achieved better long-term outcomes. This study advocates for a more collaborative approach to resource allocation, suggesting that non-profits should actively engage beneficiaries and other stakeholders in their planning processes. By doing so, organizations can ensure that their projects remain aligned with community needs and expectations, thereby enhancing their chances of sustainability. Overall, the findings contribute to the understanding of how participatory practices in resource allocation can significantly impact the success of non-profit projects, offering practical insights for leaders in the sector.

Harrison & Scaife (2020) studied the relationship between strategic resource allocation and volunteer engagement within non-profit organizations. By surveying 180 non-profit leaders, the research identified key factors that influence volunteer retention rates. The findings revealed that organizations with a clear allocation of resources towards volunteer training and support reported a 20% increase in retention rates. Leaders emphasized the importance of aligning volunteer efforts with organizational goals to foster a sense of purpose and commitment among volunteers. Furthermore, the study highlighted that organizations that invested in developing volunteer management systems experienced better engagement and satisfaction among their volunteers. This research suggests that strategic resource allocation can play a pivotal role in enhancing volunteer engagement, ultimately contributing to project success. Harrison and Scaife recommend that non-profit organizations prioritize resource allocation for volunteer training programs, communication, and support to maximize volunteer contributions. By doing so, organizations can create a more motivated and dedicated volunteer workforce, essential for the success of their projects. The study significantly adds to the literature by demonstrating the impact of resource management on volunteer dynamics in non-profits.

Ali & Noor (2021) focused on the role of resource allocation in the success of health-related non-profit initiatives. Conducting a quantitative survey involving 150 health NGOs, the researchers aimed to uncover the relationship between resource management practices and project outcomes. Their findings indicated that organizations with clear resource allocation frameworks achieved project goals 35% more frequently than those lacking such clarity. Additionally, the study highlighted the importance of financial and human resource planning in achieving health outcomes. The respondents indicated that a well-defined allocation process improved transparency and accountability, which are crucial for stakeholder trust. Based on these findings, the authors advocate for the adoption of comprehensive resource management systems in health non-profits to enhance project success. By systematically allocating resources based on project needs and

community demands, organizations can improve their effectiveness and long-term impact. The study contributes to the understanding of how resource allocation practices can directly influence the success of health initiatives, offering practical recommendations for practitioners in the sector.

Cheng & Liu (2022) focused on the impact of resource allocation on educational projects within non-profit organizations. Through a longitudinal study involving 100 educational initiatives, the researchers investigated the relationship between resource management practices and the achievement of educational outcomes. Their findings revealed that projects with effective resource allocation were 45% more likely to achieve their educational objectives compared to those with poorly defined allocation strategies. The study also identified that organizations that invested in training for project managers on resource allocation achieved better results in their educational projects. Participants emphasized the importance of aligning resource allocation with project goals to ensure maximum impact on educational attainment. Based on these insights, the authors recommend enhanced training for project managers to improve their understanding of effective resource allocation strategies. By adopting these practices, non-profit organizations can increase their likelihood of success in educational initiatives. This research significantly contributes to the literature on project management in non-profits by illustrating how effective resource allocation can lead to better educational outcomes.

METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

RESULTS

Conceptual Gaps: One notable conceptual gap lies in the integration of different resource allocation type's financial, human, and time and their collective impact on project success. While studies such as those by Bennett and Savani (2021) and Murray (2023) emphasize individual resource types, there is limited research exploring the interdependencies and synergies among these resources. Furthermore, existing literature primarily focuses on the quantitative aspects of resource allocation, leaving out qualitative insights that could deepen the understanding of how organizational culture and management practices influence these dynamics. Additionally, the role of participatory resource allocation strategies, as indicated by Kim and Park (2019), needs further exploration to understand how stakeholder involvement can enhance project outcomes holistically. A conceptual framework that integrates these aspects could provide a more comprehensive understanding of resource allocation in non-profit organizations.

Contextual Gaps: The study by Ali and Noor (2021) highlighted predominantly examine resource allocation in specific sectors like health, education, and community-based projects, leaving other critical areas such as environmental or cultural non-profit organizations underexplored. There is a need for more context-specific studies that consider varying organizational missions and the unique challenges they face. Moreover, the majority of research is conducted in well-established non-profit organizations, with a lack of focus on grassroots or emerging organizations that may utilize different resource allocation strategies. This contextual gap is significant as it can lead to findings that do not apply universally across the non-profit sector. Thus, exploring resource

allocation in diverse contexts could yield valuable insights into best practices and innovative approaches that can enhance project success across various non-profit domains.

Geographical Gaps: Geographically, the research is predominantly centered in developed economies, particularly the United States and Europe. This focus overlooks the resource allocation challenges faced by non-profit organizations in developing regions, where financial constraints, socio-political factors, and limited human resources may significantly impact project success. For example, while studies such as those by Ali and Noor (2021) and Harrison and Scaife (2020) provide valuable insights, they do not consider the unique contexts of non-profit organizations in regions like Sub-Saharan Africa or South Asia, where operational challenges differ vastly. Expanding research to include these geographical areas would not only enhance the literature but also provide practical implications for resource allocation strategies tailored to diverse environments. Such studies can identify local best practices and contribute to building more resilient non-profit organizations globally.

CONCLUSION AND RECOMMENDATIONS

Conclusion

In conclusion, the effect of resource allocation on project success in non-profit organizations is a critical area of research that underscores the complexities and unique challenges faced by these entities. Effective resource allocation encompassing financial, human, and time resources plays a vital role in determining project outcomes and organizational sustainability. Studies demonstrate that organizations that strategically allocate resources tend to experience higher project success rates, improved stakeholder satisfaction, and enhanced community impact. Moreover, incorporating participatory resource allocation strategies fosters greater stakeholder engagement, leading to projects that are more aligned with community needs and expectations.

Despite significant insights gained from recent empirical studies, notable research gaps remain. These include a lack of comprehensive frameworks that integrate various resource types and the need for context-specific studies across different non-profit sectors and geographical regions. Addressing these gaps is essential for developing a more nuanced understanding of how resource allocation can be optimized to enhance project success in diverse non-profit settings. Ultimately, organizations that prioritize effective resource management are better positioned to achieve their missions and make a lasting positive impact within their communities. Future research should aim to explore innovative resource allocation strategies and their application in under-researched contexts, ensuring that non-profits can navigate the complexities of resource management in an increasingly dynamic environment.

Recommendations

The following are the recommendations based on theory, practice and policy:

Theory

Future research should aim to develop comprehensive theoretical frameworks that integrate various dimensions of resource allocation, including financial, human, and time resources. This can provide a holistic understanding of how different resource types interact and influence project success in non-profit organizations. Establishing such frameworks can contribute to the literature by delineating the mechanisms through which resource allocation affects outcomes, thereby enriching theoretical discourse.

Practice

Non-profit organizations should adopt strategic resource management practices tailored to their specific needs and challenges. This includes conducting regular assessments of resource allocation effectiveness, developing structured budgeting processes, and implementing comprehensive training programs for project managers. By aligning resource allocation with project goals, organizations can enhance project outcomes and ensure that both human and financial investments are utilized optimally.

Policy

Policymakers and non-profit leaders should advocate for participatory resource allocation strategies that involve stakeholders in decision-making processes. Engaging community members and beneficiaries can improve project relevance, enhance ownership, and lead to better sustainability outcomes. Policies that support stakeholder engagement initiatives and incentivize participatory practices can strengthen the connection between resource allocation and project success, ultimately benefiting the communities served.

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