ROLE OF PROJECT MANAGEMENT ON PERFORMANCE OF SUPPLY CHAIN PROJECTS IN THE PRIVATE SECTOR. A CASE OF HIV MEDICATION DELIVERY PROJECT IN KASHA LIMITED (2019-2022)

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Abstract

This research aims to investigate the pivotal role of project management in enhancing the performance of supply chain projects within the private sector, using Kasha Rwanda Ltd as a case study. The study focused on evaluating the impact of planning and scope management, resource allocation and optimization, as well as communication and stakeholder engagement on the overall performance of supply chain projects within the organization. A mixed-methods approach, involving both qualitative and quantitative research methods has been employed to gather comprehensive insights. The population under study consists of 53 individuals directly involved in supply chain projects at Kasha Rwanda Ltd. Census sampling was employed, ensuring that the entire population is included in the research process. The data collection methods included structured questionnaires and semi-structured interviews, enabling a comprehensive exploration of the research objectives. The findings of the two variables were indicated by correlation analysis. The Pearson Correlation coefficient between Planning and Scope Management and Performance of Project is 0. 919. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Planning and Scope Management and the Performance of Supply Chain Projects. Correlation coefficient between Resource Allocation and Optimization and Performance of Project is 0. 923. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Resource Allocation and Optimization and the Performance of Supply Chain Projects. moreover, the Pearson Correlation coefficient between Communication and Stakeholder Engagement and Performance of Project is 0.903. and correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Communication and Stakeholder Engagement and the Performance of Supply Chain Projects. In conclusion, this study has provided valuable insights into the role of project management in the performance of supply chain projects within the private sector, with a specific focus on the HIV Medication Delivery Project in Kasha Limited. The study recommends, to invest in comprehensive project management training and development programs for project teams and managers involved in supply chain projects.

Keywords: *Project management, project performance, supply chain, private sector, project*

Today, in global markets, we face short-lived products with a lot of customer needs, with a lot of attention and focus on the supply chain. It is

not enough to think of just producing good products. But due to the presence of other competing products, we have to create the opportunity to bring that product to customers in a way that allows customers to get the value they expect from us efficiently. With regard to supply chain management and customer relationship management, this position can be achieved.

Supply chain management involves the coordination and integration of various activities within an organization's supply chain to ensure the efficient flow of goods, services, and information from suppliers to consumers. The role of project management in supply chain projects is pivotal, as it helps streamline processes, optimize resource utilization, and ensure timely delivery. Effective project management ensures that supply chain projects are executed with precision, meeting objectives, staying within budget, and delivering value to the organization and its stakeholders (Shehu et al., 2015).

On a global scale, the significance of project management in supply chains is evident. Companies operating internationally often deal with complex networks of suppliers, manufacturers, distributors, and retailers across different regions. Effective project management methodologies, such as Agile or Six Sigma, can assist in managing these intricate supply chain operations (Kerzner, 2017).

In the African context, supply chain challenges are exacerbated by factors such as inadequate infrastructure, political instability, and varying levels of economic development. Thus, robust project management becomes even more crucial. The African continent has shown a growing awareness of the importance of project management in supply chains, with efforts to enhance skills and knowledge through professional associations like the Project Management Institute (PMI) South Africa Chapter (Kutsch & Hall, 2016).

Within East Africa, which includes countries like Kenya, Tanzania, and Uganda, supply chain projects are pivotal for economic growth and regional integration. The establishment of the East African Community (EAC) has led to increased cross-border trade and collaboration. Effective project management practices play a vital role in ensuring the success of initiatives aimed at harmonizing trade policies and improving infrastructure within the region (EAC, 2020).

In Rwanda, the private sector is a key driver of economic development. Companies like Kasha Rwanda Ltd., operating in the health and beauty industry, have recognized the importance of project management in their supply chain operations. Kasha Rwanda Ltd. has been instrumental in providing women's health and personal care products through innovative distribution methods, highlighting the need for effective project management in ensuring product availability and last-mile delivery (Kasha Rwanda Ltd., n.d.).

In the rapidly evolving landscape of global commerce, effective supply chain management has emerged as a critical determinant of an

organization's success. Within the private sector, companies are increasingly recognizing the need to optimize their supply chain operations to enhance competitiveness, improve customer satisfaction, and drive sustainable growth. However, despite the growing acknowledgment of the importance of supply chain projects, there exists a gap in understanding the precise role that project management plays in shaping the performance of these projects, particularly in the context of companies operating within Rwanda, such as Kasha Rwanda Ltd.

The problem at hand revolves around the complexities inherent in supply chain projects, which involve multifaceted processes, stakeholders, and variables that demand meticulous planning, coordination, and execution. As companies seek to capitalize on the opportunities presented by global markets and changing consumer behaviours, the effective integration of project management methodologies into supply chain practices becomes paramount. This integration holds the promise of optimizing resource utilization, minimizing risks, and ensuring the timely and cost-effective delivery of goods and services to end consumers.

However, within the Rwandan private sector and specifically in the case of Kasha Rwanda Ltd., the extent to which project management practices contribute to the success of supply chain projects remains inadequately explored. Challenges such as inadequate infrastructure, regulatory constraints, and the unique demands of local markets further complicate the implementation of effective project management strategies. Consequently, there is a compelling need to investigate how project management influences the performance of supply chain projects in the Rwandan private sector, with a focus on the operations of Kasha Rwanda Ltd.

In the context of Kasha Rwanda Ltd, a prominent player in the supply chain industry, the performance of supply chain projects has become a critical determinant of its competitive edge and operational excellence. Despite the growing recognition of the pivotal role that effective project management practices play in achieving project success, there remains a gap in understanding how specific project management factors impact the performance of supply chain projects within the private sector. This study seeks to address this gap by quantitatively examining the intricate interplay between Planning and Scope Management, Resource Allocation and Optimization, and Communication and Stakeholder Engagement, and their measurable influence on the overall performance of supply chain projects at Kasha Rwanda Ltd. By employing tangible evidence and metrics to delve into this uncharted territory, the research endeavours to provide actionable insights that can guide decision-makers in implementing targeted improvements to project management strategies, ultimately enhancing the efficiency, effectiveness, and competitiveness of supply chain projects within the organization.

Addressing this gap in knowledge is of paramount importance not only for Kasha Rwanda Ltd. but also for other organizations operating in Rwanda's dynamic business environment. By uncovering the specific and quantifiable ways in which project management methodologies impact supply chain project outcomes, this research aims to provide actionable insights supported by tangible evidence that can guide companies toward more effective project planning, execution, and overall supply chain performance.

Theoretical Review

Scientific Management Theory: It is a theory Developed by Frederick Taylor; he was one of the first to study work performance scientifically. Taylor's principles recommended that the scientific method should be used to perform tasks in the workplace, as opposed to the leader relying on their judgment or the personal discretion of team members. His philosophy emphasized that forcing people to work hard would result in the most productive workplace. Instead, he recommended simplifying tasks to increase productivity. He suggested that leaders assign team members to jobs that best match their abilities, train them thoroughly and supervise them to ensure they are efficient in the role.

While his focus on achieving maximum workplace efficiency by finding the optimal way to complete a task was useful, it ignored the humanity of the individual. This theory is not practiced much today in its purest form, but it demonstrated to leaders the importance of workplace efficiency, the value of making sure team members received ample training and the need for teamwork and cooperation between supervisors and employees.

This theory is compliment of leadership skills, and it is relevant to this study because it clarify how a company can select a good leader especially the one who have scientific mind. It means the one who have been at school, and it also shows that a leader must assign team members to jobs that best match their abilities, train them thoroughly and supervise them to ensure they are efficient in the role

Bureaucratic Management Theory: It has been emphasized by Max Weber; bureaucratic management theory focuses on structuring organizations in a hierarchy so there are clear rules of governance. His principles for creating this system include a chain of command, clear division of labour, separation of personal and organizational assets of the owner, strict and consistent rules and regulations, meticulous recordkeeping and documentation and the selection and promotion of employees based on their performance and qualifications. This theory has played a key role in establishing standards and procedures that are at the core of most organizations today.

Its relevance and relationship with study is that it shows the hierarchy in organization and clear rules of governance which must be done by a leader, hence it is also a compliment of leadership skills as one of the skills which must be possessed by manager/leader.

Human Relations Theory: According to Elton Mayo, who is a developer of this theory, he conducted experiments designed to improve productivity that laid the foundation for the human relations movement. His focus was on changing working conditions like lighting, break times and the length of the workday. Every change he tested was met with an improvement in performance. Ultimately, he concluded that the improvements were not due to the changes but the result of the researcher's paying attention to the employees and making them feel valued.

These experiments gave rise to the theory that employees are more motivated by personal attention and being part of a group than they are by money or even working conditions.

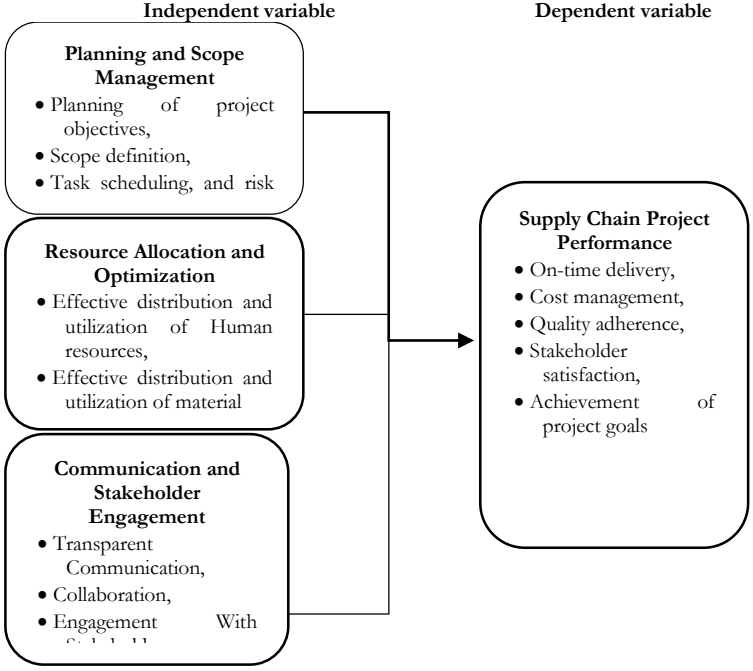
Also, this theory has relationship with my study because it combines all the skills such as leadership skills, communication skills and problem-solving skills. It means that this theory can be applied in each of these skills because it talks about the relationship between the individuals who are in organization.

Conceptual Framework

The study was intended to establish the role of independent variable which is project management skills and the dependent variable which is Supply Chain Project Performance

as well as intermediate variables.

Figure 1: Conceptual framework.



Literature Review

Role of Planning and Scope Management on Performance of Supply Chain Projects: Supply chain projects play a critical role in enhancing the competitiveness and operational efficiency of organizations in the private sector. Effective project management, particularly in terms of planning and scope management, has been identified as a key factor in ensuring the success of these projects. This literature review explores the existing body of knowledge on how planning and scope management influence the performance of supply chain projects.

Planning in Supply Chain Projects: Effective planning is a foundational element of successful supply chain projects. A study by Cooper, Lambert, and Pagh (2017) emphasized the significance of integrating project planning with overall supply chain strategy. They argued that aligning project goals with broader supply chain objectives ensures better coordination and resource allocation, ultimately leading to improved project performance.

Moreover, Kerzner (2017) highlighted the importance of a comprehensive project plan that outlines clear project objectives, activities, timelines, and resource requirements. Such planning enables project managers to identify potential bottlenecks, allocate resources optimally, and mitigate risks effectively. Additionally, planning facilitates better communication and collaboration among cross-functional teams involved in supply chain projects, as noted by Meredith and Mantel (2015).

Scope Management in Supply Chain Projects: Scope management is crucial for preventing project scope creep, which can lead to delays, budget overruns, and reduced project performance. Turner and Müller (2015) emphasized that managing scope changes effectively is essential for maintaining project alignment with strategic goals. Clear scope definition, as advocated by Kloppenborg and Opfer (2015), helps in setting realistic expectations and avoiding scope-related conflicts during project execution.

Furthermore, a study by Geraldi and Lechter (2015) highlighted the role of scope management in addressing the dynamic nature of supply chain projects. They argued that the ability to adapt to changing requirements while maintaining a well-defined scope is a hallmark of effective project management. This adaptability is particularly important in supply chain projects due to the inherent uncertainties in global markets and supply chain dynamics.

Impact on Project Performance: Several researchers have examined the direct impact of planning and scope management on the performance of supply chain projects. A study by Pinto and Slevin (2018) found a positive correlation between effective project planning and project success. Similarly, Turner and Müller (2015) demonstrated that rigorous scope management positively correlates with project performance indicators such as on-time delivery and cost adherence.

The interplay between planning and scope management is also crucial. Shenhar and Dvir (2017) suggested that projects with well-defined scopes and thorough planning tend to exhibit higher levels of innovation and overall project success. Their findings underscore the importance of an integrated approach that balances scope stability with the flexibility to adapt to changes.

The role of planning and scope management in the performance of supply chain projects within the private sector is paramount. Effective planning aligns project goals with broader supply chain strategies, enhances resource allocation, and fosters collaboration. Meanwhile, scope management prevents scope creep and provides flexibility to navigate changing project dynamics. The existing body of literature underscores the significance of these aspects in achieving successful outcomes in supply chain projects.

Role of Resource Allocation and Optimization on Performance of Supply Chain Projects: Effective resource allocation and optimization are critical factors that influence the success and performance of supply chain projects in the private sector. This literature review explores the existing body of knowledge on how resource allocation and optimization strategies impact the outcomes of supply chain projects.

Resource Allocation Strategies: Resource allocation involves distributing the necessary personnel, funds, equipment, and other resources to various project tasks in a balanced and efficient manner. Researchers have identified different resource allocation strategies that play a pivotal role in project success. A study by Turner and Zolin (2016) highlighted the importance of aligning resource allocation with project objectives and strategic priorities. This approach ensures that resources are directed toward tasks that contribute the most to overall project success.

Furthermore, a study by Belout and Gauvreau (2015) emphasized the significance of cross-functional collaboration in resource allocation. In the context of supply chain projects, where multiple departments and stakeholders are involved, effective collaboration ensures that resources are allocated based on a holistic view of project requirements, thereby enhancing overall project performance.

Resource Optimization Techniques: Resource optimization involves using various techniques and methodologies to maximize the efficiency and effectiveness of resource utilization. The application of optimization techniques has gained traction in the field of supply chain project management. A study by Christopher and Peck (2015) explored the use of mathematical modelling and simulation to optimize resource allocation in complex supply chain projects. Their findings highlighted that optimization techniques help identify resource bottlenecks and minimize resource-related risks. Additionally, Venkatraman and Pinto (2018) discussed the role of technology in resource optimization. Advanced project management software and tools enable real-time monitoring of resource utilization,

enabling project managers to make informed decisions and adjustments. This dynamic approach to resource allocation enhances project agility and responsiveness to changing supply chain dynamics.

Impact on Project Performance: The impact of resource allocation and optimization on project performance has been extensively studied. A study by Meredith and Mantel (2016) demonstrated that effective resource allocation positively correlates with project schedule adherence and cost control. Similarly, Kerzner (2017) highlighted that inadequate resource allocation can lead to project delays and increased costs, negatively impacting overall project performance.

Furthermore, a study by Taylan et al. (2015) emphasized that resource optimization not only improves project performance but also enhances stakeholder satisfaction. When resources are allocated optimally, project teams can focus on value-added activities, leading to higher-quality outcomes and increased stakeholder trust.

Resource allocation and optimization are integral to the success of supply chain projects in the private sector. Strategic allocation of resources aligned with project objectives and collaborative cross-functional efforts enhance project performance. Optimization techniques and technology-driven approaches further improve resource utilization, reducing risks and enhancing project outcomes. The literature underscores the significance of resource allocation and optimization strategies in achieving successful results in supply chain projects.

Role of Communication and Stakeholder Engagement on Performance of Supply Chain Projects: Effective communication and stakeholder engagement are crucial elements that significantly impact the success and performance of supply chain projects in the private sector. This literature review explores the existing body of knowledge on how communication and stakeholder engagement strategies influence the outcomes of supply chain projects.

Communication Strategies: Clear and open communication is fundamental to project success, especially in the complex environment of supply chain projects. A study by Gray and Larson (2016) emphasized the importance of a communication plan that outlines communication channels, frequency, and targeted stakeholders. Effective communication ensures that project teams and stakeholders are well-informed about project progress, potential risks, and changes in supply chain dynamics.

Moreover, a study by Maylor and Blackmon (2015) highlighted the role of upward and downward communication in supply chain projects. Upward communication ensures that stakeholders' concerns and feedback are addressed, fostering a sense of involvement and ownership. Downward communication, on the other hand, ensures that project goals and expectations are effectively conveyed to the project team, reducing ambiguity, and enhancing performance.

Stakeholder Engagement: Stakeholder engagement involves identifying and involving individuals or groups that have a personal stake in the project's success. The involvement of stakeholders in supply chain projects is critical due to the interdependent nature of supply chain operations. A study by Mollenkopf et al. (2017) highlighted that engaging key supply chain partners, such as suppliers and distributors, early in the project lifecycle leads to better alignment and reduced disruptions.

Furthermore, a study by Pinto and Prescott (2020) emphasized the significance of stakeholder mapping and analysis. Identifying primary and secondary stakeholders and understanding their needs and expectations enable project managers to tailor communication and engagement strategies accordingly. This approach fosters a collaborative environment and enhances project performance by addressing stakeholders' concerns.

Impact on Project Performance: The impact of communication and stakeholder engagement on project performance has been widely studied. A study by Cleland and Ireland (2015) demonstrated that projects with effective communication plans are more likely to meet project objectives, adhere to schedules, and maintain budget control. Similarly, Aaltonen and Kujala (2020) found that proactive stakeholder engagement positively influences project success, as engaged stakeholders are more likely to provide support and resources.

Moreover, a study by Karr and Moffett (2017) highlighted that transparent communication and stakeholder engagement enhance risk management in supply chain projects. Engaged stakeholders are more likely to identify and communicate potential risks, enabling project managers to take timely mitigation measures. Communication and stakeholder engagement are pivotal factors that contribute to the success of supply chain projects in the private sector. Well-structured communication plans ensure that project information flows seamlessly among stakeholders, enhancing coordination and reducing misunderstandings. Engaging stakeholders fosters a collaborative environment, aligns project goals, and improves risk management. The existing literature underscores the importance of effective communication and stakeholder engagement strategies in achieving successful outcomes in supply chain projects.

Methodology

This Kasha Ltd e as my study area is private company located in Gasabo district, Kigali city in Rwanda country dealing with HIV medication delivery.

This research adopted correlation research design as the topic says. The major purpose of correlation is to describe the relationship between independent and dependent variables which are role of project management and the performance of supply chain project.

Also, descriptive research was used in facilitating the analysis of data. Descriptive research involves identification of attributes of a particular

phenomenon based on an observational basis, or the exploration of correlation between two or more phenomena. These approaches were used while investigating the role of project management on performance of supply chain project. Data were analysed by using SPSS. This study used census sampling technique since the total population was 53. In order to facilitate the study to be well accomplished each objective of the study were investigated by using specific questions. The study applied the following tools of data collection; questionnaires, interview especially for the employees and documentation used to collect secondary data. Data collection was conducted based on secondary and primary data. A 5 Likert-scale questionnaire was used to collect both qualitative and quantitative data.

Results: Descriptive results

Table 1: Descriptive statistics on Planning and Scope Management and performance of supply chain project

Statements	N	Mean	Std.
Planning involves creating a roadmap for how a project will be executed	53	3.8983	1.35896
Planning involves creating a roadmap for how a project will be monitored	53	4.2339	1.11096
Setting priorities is also part of plan	53	4.2203	1.21593
Resources are also planned	53	4.1525	1.23461
It involves assessing objectives, and tasks	53	4.2102	1.20792
Valid N (listwise)	53	4.22779	1.129102

Note: Strongly Disagree = [1[= Very Low mean; Disagree= [1-2[=Low mean; Neutral= [2-3[=moderated mean; Agree= [3-4[=High mean; Strongly Agree= [4-5] = Very High mean

The table above reveals that the mean scores for various aspects of planning in the supply chain project are consistently high, with values ranging from 3.8983 to 4.2339 out of 5. Notably, setting priorities (mean = 4.2203) and assessing objectives and tasks (mean = 4.2102) received particularly high ratings, indicating a strong consensus among respondents regarding their importance. These figures suggest a robust emphasis on meticulous planning, reflecting a proactive approach towards project execution and management.

Table 2: Descriptive statistics: Resource Allocation and Optimization and performance of supply chain project

	N	Mean	Std.
Resources are allocated efficiently.	53	4.3254	1.09538
Efficient resource allocation contributes to cost control and budget adherence in project.	53	4.1661	1.28421
Resource as re allocated to where they are needed.	53	4.2644	1.10868
Proper resource allocation helps in objective attainment.	53	4.4068	.92800
Proper resource allocation helps in timely completion.	53	4.4339	1.01093
Valid N (listwise)	85	4.2098	1.16452

Note: Strongly Disagree = [1[= Very Low mean; Disagree= [1-2[=Low mean; Neutral= [2-3[=moderated mean; Agree= [3-4[=High mean; Strongly Agree= [4-5] = Very High mean

The descriptive statistics in Table 2 demonstrate a strong consensus among respondents regarding Resource Allocation and Optimization within the supply chain project. The mean scores, ranging from 4.1661 to 4.4339 out

of 5, indicate a high level of agreement on the efficiency and effectiveness of resource allocation practices. Notably, the statements regarding the contribution of efficient resource allocation to cost control, budget adherence, objective attainment, and timely completion all received mean scores well above 4, underscoring the critical role of proper resource allocation in project success. These findings suggest a strategic focus on optimizing resource allocation to enhance project performance and achieve desired outcomes within the supply chain context.

Table 3 : Descriptive statistics on Communication and Stakeholder Engagement and performance of supply chain project

	N	Mean	Std.
Communication helps build trust and credibility.	53	4.0034	1.27375
Stakeholder engagement ensures that the project remains aligned with the needs and expectations of those involved	53	4.1153	1.12195
Communication helps in conflict resolution	53	4.3559	.98566
Communication helps in reducing project risks	53	3.7085	1.29747
Stakeholder management leads to improved performance	53	4.2678	1.04303
Valid N (listwise)	53	3.3925	1.23677

Note: Strongly Disagree = [1[= Very Low mean; Disagree= [1-2[=Low mean; Neutral= [2-3[=moderated mean; Agree= [3-4[=High mean; Strongly Agree= [4-5] = Very High mean

Table 3 provides insights into the perceptions of Communication and Stakeholder Engagement within the supply chain project. The mean scores, ranging from 3.7085 to 4.3559 out of 5, indicate generally positive views on the role of communication and stakeholder engagement in project success. Specifically, stakeholders recognize the importance of communication in building trust, resolving conflicts, and reducing project risks, as evidenced by the mean scores exceeding 4. Furthermore, stakeholder engagement is perceived as essential for aligning the project with stakeholders' needs and expectations, leading to improved performance, as reflected in the mean score of 4.2678. These findings highlight the significance of effective communication and stakeholder management strategies in fostering collaboration and achieving project objectives within the supply chain context.

Multiple correlation analysis: Table 1 presents a multiple correlation analysis between project management factors (Planning and Scope Management, Resource Allocation and Optimization, Communication and Stakeholder Engagement) and the performance of supply chain projects. This analysis provides insights into the relationships among these variables. The following are the interpretation of the table:

Planning and Scope Management vs. Performance of Project: The Pearson Correlation coefficient between Planning and Scope Management and Performance of Project is 0. 919. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Planning and Scope Management and the Performance of Supply Chain Projects. Resource Allocation and Optimization vs. Performance of project: The Pearson Correlation

coefficient between Resource Allocation and Optimization and Performance of Project is 0. 923. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Resource Allocation and Optimization and the Performance of Supply Chain Projects.

Communication and Stakeholder Engagement vs. Performance of project: The Pearson Correlation coefficient between Communication and Stakeholder Engagement and Performance of Project is 0. 903. This correlation is highly positive and statistically significant at the 0.01 level (2-tailed), indicating a strong and meaningful positive relationship between Communication and Stakeholder Engagement and the Performance of Supply Chain Projects. Overall, the multiple correlation analysis reveals that all three project management factors—Planning and Scope Management, Resource Allocation and Optimization, and Communication and Stakeholder Engagement—are strongly and positively correlated with the performance of supply chain projects. This suggests that a holistic approach to project management, including effective planning, resource management, and communication with stakeholders, is crucial for achieving successful outcomes in supply chain projects. The high levels of correlation and statistical significance emphasize the importance of considering these factors in project management practices for improved project performance.

Table 4: Multiple correlation analysis between project management and performance of supply chain project

		1	2	3	4
1. Planning and Scope Management	Pearson Correlation	1	.915**	.931**	.919**
	Sig. (2-tailed)		.000	.000	.000
	N	53	53	53	53
2. Resource Allocation and Optimization	Pearson Correlation	.915**	1	.993**	.923**
	Sig. (2-tailed)	.000		.000	.000
	N	53	53	53	53
3. Communication and Stakeholder Engagement	Pearson Correlation	.931**	.993**	1	.903**
	Sig. (2-tailed)	.000	.000		.000
	N	53	53	53	53
4. Performance of project	Pearson Correlation	.919**	.923**	.903**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	53	53	53	53

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

Conclusion

In conclusion, this study has provided valuable insights into the role of project management in the performance of supply chain projects within the private sector, with a specific focus on the HIV Medication Delivery Project in Kasha Limited. The findings underscore the significance of effective project management practices in achieving successful project outcomes.

The key conclusions from this study are as follows: Planning and Scope Management Matters: Effective planning and scope management are foundational elements of project success. The study revealed a strong positive relationship between meticulous planning and scope management

practices and project performance. Organizations should prioritize these aspects to set clear project objectives and guidelines. Resource Allocation and Optimization Contribute to Success: Efficient allocation and optimization of resources play a vital role in supply chain project success. The analysis demonstrated that effective resource management positively impacts project performance. Organizations should focus on optimizing resource allocation for cost control and budget adherence. Communication and Stakeholder Engagement are Critical: Clear and effective communication, coupled with active stakeholder engagement, are essential for achieving favourable project outcomes. The study showed a strong positive correlation between these factors and project performance. Organizations should invest in transparent communication and engage stakeholders to align projects with their needs and expectations. A Holistic Approach to Project Management is Recommended: The study emphasized that a holistic approach to project management, considering all three factors (Planning and Scope Management, Resource Allocation and Optimization, and Communication and Stakeholder Engagement), is crucial for maximizing project success. These factors collectively explain a significant portion of the variance in project performance. Practical Implications: Organizations involved in supply chain projects should consider the practical implications of this study. Investing in training and development in project management areas can lead to improved project performance. Continuous monitoring and adjustment of project management practices are essential for ensuring project success. Research Continuation: While this study provides valuable insights, further research and case studies in different industry contexts are encouraged. Examining the applicability of these findings in various sectors and regions can contribute to a broader understanding of supply chain project management.

In summary, this research contributes to the body of knowledge on project management in supply chains within the private sector. It highlights the critical role of project management practices and provides guidance for organizations seeking to enhance the performance of their supply chain projects. By embracing effective planning, resource optimization, communication, and stakeholder engagement, companies can position themselves for success in a highly competitive and dynamic business environment.

Recommendations

Based on the outcomes of the study on the role of project management on the performance of supply chain projects in the private sector, specifically within the context of the HIV Medication Delivery Project in Kasha Limited, here are some key recommendations: Develop and deliver training programs that cover various aspects of project management, including planning and scope management, resource allocation and optimization, and communication and stakeholder engagement. Encourage project team

members to pursue relevant certifications in project management, embrace a holistic approach to project management by integrating planning, resource allocation, and communication strategies, Encourage project managers to collaborate across departments and functions to ensure alignment between project objectives, resource allocation, and stakeholder, Recognize and leverage the diversity of experiences and perspectives within the organization, including differences in age, marital status, and gender, Form diverse project teams that bring together individuals with varied backgrounds and experiences. Encourage open discussions and idea sharing to harness the strengths of different perspectives. Implement gender-sensitive and inclusive project management practices to create a supportive work environment.

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