# Utilizing Project Management Frameworks to Enhance Living Standards Through Resource Management for Poor Families in Timor Leste

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## Abstract

Timor-Leste continues to face significant challenges with poverty, with 19.97 percent of the population classified as poor in 2022. To alleviate poverty and promote sustainable community welfare, it is crucial to implement structured resource management strategies that improve living standards. This study explores how project management frameworks, particularly within the digital economy, influence the management of family resources and enhance the living standards of poor families in Timor-Leste. The study utilizes primary data collected from 203 heads of households across all districts in Timor-Leste, supplemented by in-depth interviews with key informants. Secondary data from government agencies also supports the analysis. The research employs both descriptive analysis and quantitative analysis techniques, utilizing Structural Equation Modelling (SEM) through Partial Least Squares (PLS) and SmartPLS as the analytical tool. The findings indicate that: (1) the digital economy has a significant positive impact on the resource management of poor families; (2) the digital economy directly improves the living standards of poor families; (3) effective family resource management positively affects the living standards of poor families; and (4) family resource management mediates the relationship between the digital economy and improved living standards. These results highlight the potential of applying project management principles to resource management for improving the living conditions of impoverished communities in Timor-Leste.

**Keywords:** Project Management, Family Resource Management. Poverty Alleviation, Living Standards, Timor-Leste.

Poverty remains a significant challenge in many countries, as reflected in the global commitment to the Sustainable Development Goals (SDGs), which prioritize poverty alleviation and the improvement of societal welfare. The eradication of poverty and hunger by 2030 forms the backbone of the SDG agenda, reaffirming the focus on poverty, which was also a central goal in the earlier Millennium Development Goals (MDGs). Despite global progress, poverty continues to impact millions, and effective solutions are required to ensure sustainable improvements in living standards. One promising approach to addressing poverty is the application of project management frameworks to resource management and development initiatives. Project management, with its structured methodologies for planning, executing, and evaluating projects, can be highly effective in poverty alleviation efforts. By

focusing on clear objectives, resource allocation, and risk management, project management ensures that poverty alleviation programs are implemented efficiently and achieve their intended outcomes.

In the context of poverty alleviation, project management frameworks can be applied to manage resources for poor families, ensuring that efforts to improve living standards are both sustainable and scalable. This includes the careful planning and scheduling of interventions, cost management, and ongoing monitoring and evaluation to ensure that resources are being utilized effectively. The integration of these project management techniques into poverty reduction strategies can enhance the effectiveness of government programs and community initiatives, ensuring that they meet the needs of the most vulnerable populations. This study focuses on the role of project management in improving the living standards of poor families in Timor-Leste, a country where poverty remains a pressing issue. By examining the impact of structured resource management on poverty alleviation, this research highlights the potential of project management frameworks to drive sustainable improvements in the welfare of impoverished communities. Poverty is often cited as the main problem experienced by developing countries, and Timor-Leste is no exception. Timor-Leste is a country that is still struggling with poverty. This indicates that poverty alleviation programmed must continue to be promoted in order to achieve sustainable community welfare. The description of the poverty condition in Timor-Leste can be seen in Table 1.

Table 1 Number of Households and Number of Poor Households in Timor-Leste Year 2014-2021

| Year | Number of Family Heads (HH) | Number of Poor Family Heads | |
|---|---|---|---|
| | | Number | % |
| 2014 | 225.290 | 55.488 | 24,63 |
| 2015 | 204.597 | 54.090 | 26,44 |
| 2016 | 263.423 | 51.090 | 19,39 |
| 2017 | 217.801 | 61.705 | 28,33 |
| 2018 | 230.706 | 60.970 | 26,43 |
| 2019 | 239.796 | 47.525 | 19,82 |
| 2020 | 247.184 | 48.820 | 19,75 |
| 2021 | 246.572 | 49.242 | 19,97 |

Source: www.statistics.gov.tl, 2023

Table 1 illustrates that poverty as indicated by the number of poor households in Timor Leste fluctuated during 2014-2021. The number of poor households experienced a significant increase in 2017, with 61,705 poor households or 28.33 per cent of the total households categorised as poor. In 2019, the number of poor households experienced a significant decrease, amounting to 47,525 poor households or 19.82 per cent of the total number of poor households. However, this decline did not last long, because in 2021, there was another increase in the number of poor families, even the highest in the last three years, reaching 49,242 poor families or 19.97 per cent of the total number of poor families. A more in-depth description of the population, number of households, and number of poor households per district in Timor-Leste in 2021 can be shown in Table 2.

Table 2 Number of Population, Family Heads, and Poor Family Heads per District in Timor-Leste in 2021

| District No. | Total Population (Soul) | Number of Family Heads (HH) | Head of a Poor Family | |
|---|---|---|---|---|
| | | | Number | % |
| 1. Aileu | 56.242 | 9.047 | 2.755 | 30,45 |
| 2. Ainaro | 65.509 | 12.813 | 3.513 | 27,41 |
| 3. Baucau | 126.996 | 25.004 | 4.874 | 19,49 |
| 4. Bobonaro | 99.932 | 22.167 | 4.373 | 19,72 |
| 5. Covalima | 70.194 | 14.181 | 3.995 | 28,17 |
| 6. Dili | 352.553 | 50.238 | 5.773 | 11,49 |
| 7. Ermera | 139.692 | 24.238 | 3.531 | 14,56 |
| 8. Lautém | 66.938 | 13.838 | 3.413 | 24,66 |
| 9. Liquiça | 81.293 | 13.968 | 3.478 | 24,89 |
| 10. Manatuto | 49.417 | 10.396 | 2.743 | 26,38 |
| 11. Manufahi | 57.831 | 9.890 | 3.292 | 33,28 |
| 12. Oecusse | 72.042 | 17.763 | 4.495 | 25,30 |
| 13. Viqueque | 79.141 | 23.029 | 3.007 | 13,05 |
| Timor-Leste | 1.317.780 | 246.572 | 49.242 | 19,97 |

Source: www.statistics.gov.tl, 2023

The distribution of the population categorised as poor is not evenly distributed across each district in Timor-Leste. There are districts that have the highest and lowest number of family heads compared to other districts. Table 2 shows that the number of household heads in Timor-Leste is 246,572, of which 49,242 households or 19.97 per cent are categorised as poor. The district with the highest number of poor households is Dili District, with 5,773 households. Meanwhile, Manatuto District has the lowest number of poor families in Timor Leste, with 2,743 families.

The number of poor families in Timor-Leste indicates that the improvement of family living standards has not been fully realised. This requires the efforts and cooperation of various parties to find ways for people to get out of poverty and realise their desired standard of living. The standard of living is a standard about the average level of prosperity that is considered to be the minimum that must be met in order to live properly in society. An increase in people's standard of living is an increase in the level of living of people in an area by fulfilling needs that were previously unmet. This fulfilment is done in a certain way, which aims to extend the life or life of the people in an area (Statistics Timor Leste, 2022).

One of the factors that influence living standards is the management of family resources. Deacon and Firebaugh (1988) define resources as everything under the family's control that can fulfil family demands or lead the family to achieve goals. For the sake of improving living standards, family resource management will better enable families to survive in the face of pressure and changing conditions, and become a way to face the future through a series of decision-making in the use of family resources to achieve family goals.

Suandi (2007) stated that the relationship between family resource management and living standards can be studied through the variables of (1) time resource management, (2) family member management, and (3) family financial management. The number of poor family heads in Timor-Leste may also indicate that the management of family resources is relatively less than optimal, especially when seen from the indicator of family financial management. Families with good financial management skills can contribute to the improvement of their living standards.

For the sake of improving living standards, family resource management enables families to withstand pressures and changing conditions and become a way to face the future through a series of decisions in using family resources to achieve family goals. In other words, family resource management includes all forms of behavior to achieve the family's desired standard of living. Family resource management can also be influenced by the digital economy. The digital economy refers to economic activities that result from online connections among people, businesses, devices, data, and processes. Key indicators of the digital economy include access to digital education platforms, telehealth services, e-commerce opportunities, digital literacy, and digital skills.

Access to digital education, health services, and economic opportunities can support individuals in obtaining adequate education and essential services. For instance, access to online educational facilities can increase family knowledge through education, contributing to better family resource management. Conversely, lack of access to digital resources limits opportunities for gaining knowledge and enjoying services that support daily life, hampering family resource management and leading to suboptimal outcomes.

Suparto (2007) shows that in general, the practice of managing family resources is not done scientifically because it is not specifically prepared, leading to less than optimal achievement of family goals. Lubis (2006) stated that mismanagement of family resources is one of the reasons families become poor, while good resource management can lift families out of poverty, making them more resilient during crises.

Kurniawan et al. (2010) and Deng, et al, (2023) stated that there is a link between the availability of public facilities and living standards. In the context of the digital economy, public facilities include digital education platforms, telehealth services, and e-commerce infrastructure. Development and access to these digital facilities are crucial indicators. The availability of digital resources allows individuals to earn a decent livelihood and achieve their desired standard of living. Similarly, families living in environments with adequate digital access can more easily achieve and realize their desired standard of living. Data mining plays a crucial role in understanding and enhancing the impact of the digital economy on poverty alleviation. By analyzing large datasets on digital access, resource management practices, and economic outcomes, policymakers can identify key areas for intervention and design targeted support programs. This data-driven approach ensures that digital economy initiatives are effectively contributing to poverty reduction and improved living standards for families in Timor-Leste. Project management frameworks provide structured methodologies for improving family resource management and enhancing living standards by addressing structural factors. In the context of Structural Equation Modeling (SEM), these frameworks help in understanding the relationships between structural factors and their impact on resource management and living standards. SEM allows for the analysis of complex interrelationships among variables, including how structural factors influence family resource management and subsequently, living standards. By applying project management principles within this SEM framework, one can systematically assess and improve how structural factors like access to education and healthcare are managed. This structured approach ensures that resource management strategies are optimized, leading to better outcomes in living standards. Therefore, integrating project management methodologies into the SEM analysis helps to elucidate how structural factors can be managed to achieve sustainable improvements in family resource management and overall well-being for families in Timor-Leste.

Based on the background provided, this research focuses on analyzing the factors that influence family resource management and the

standard of living for poor families in the Timor-Leste region, with particular emphasis on structural variables.

Research Hypothesis

Based on the description that has been presented above, the hypotheses proposed are:

H1: structural factors have a positive effect on the resource management of poor families in the Timor-Leste region.

H2 : structural factors have a positive effect on the standard of living of poor families in the Timor-Leste region.

H3 : family resource management has a positive effect on the standard of living of poor families in the Timor-Leste region.

H4 : family resource management mediates the effect of structural factors on the standard of living of poor families in the Timor-Leste region.

## Research Methods

This research seeks to study the relationship between variables so that it is included in the type of relational research. Based on the process, this research was designed in a quantitative research model. This research was conducted on poor households in Timor-Leste. Timor-Leste was chosen as the research location because the number of poor households is still relatively large, so it is feared that it can reduce the welfare of the community if left unchecked.

The variables used in this study are classified into three, namely: (1) endogenous variables, namely living standards (Y2); (2) intervening variables, namely family resource management (Y1); (3) exogenous variables, namely structural factors (X1). The indicators used in each variable are described as follows: (1) structural factor variables with indicators of access to education facilities, access to health facilities, access to economic facilities, road quality in good condition, and electricity services; (2) family resource management variables with indicators of time management, financial management, and management of family members; (3) living standard variables with indicators of health and nutrition, education, employment opportunities, and household consumption expenditure.

The population in this study is the number of poor households in 2021 in 13 (thirteen) districts of Timor Leste, which is 49,242 poor households. Based on the population of 49,242 poor households, the sample size was determined using the Slovin method with a sampling error rate of seven per cent (7%). Through the calculation using the Slovin formula, the number of samples to be used in this study is 203 samples. The respondents in this study were 203 poor households in Timor-Leste. In this study, the sampling was conducted using Proportionate Stratified Random Sampling technique. In order to obtain a more even sample, the number of household heads will be distributed proportionally, as shown in Table 3.

Table 3 Sample Distribution of Poor Households in Each District in Timor-Leste

| No. | District | Number of poor households | Sample Quantity |
|---|---|---|---|
| 1 | Aileu | 2.755 | 11 |
| 2 | Ainaro | 3.513 | 15 |
| 3 | Baucau | 4.874 | 20 |
| 4 | Bobonaro | 4.373 | 18 |
| 5 | Covalima | 3.995 | 16 |
| 6 | Dili | 5.773 | 24 |
| 7 | Ermera | 3.531 | 15 |
| 8 | Lautém | 3.413 | 14 |
| 9 | Liquiça | 3.478 | 14 |
| 10 | Manatuto | 2.743 | 11 |
| 11 | Manufahi | 3.292 | 14 |
| 12 | Oecusse | 4.495 | 19 |
| 13 | Viqueque | 3.007 | 12 |
| | Timor-Leste | 49.242 | 203 |

Source Timor Leste Central Statistic Berreu (2023)

Testing of research instruments is done with validity and reliability tests. This study uses descriptive analysis techniques and quantitative analysis techniques with structural equation modelling (SEM), especially Partial Least Square (PLS) because: 1) this research variable consists of three types of variables, namely exogenous, mediating, and endogenous variables; 2) this research variable is a latent

variable that is reflected by its variable indicators. The analytical tool used in this research is SmartPLS. The conceptual framework in this study can be seen in Figure 1

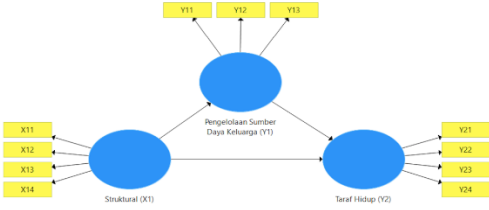


Figure 1 Research Conceptual Framework

## Result and Discussion

Structural Equation Model

Outer Model

To determine whether the indicators used to form constructs or latent variables in the study are valid, the following analysis is carried out.

a) Convergent Validity

Convergent validity measures the amount of correlation between constructs and indicators in a model. Convergent validity in SEM-PLS is shown through the loading factor value. The loading factor value in this study is shown in Table 1.

Table 1 Outer Loading Indicators for Each Construct

| Relationship between Indicators and their Constructs | *Loading* | *Std. Deviation* | *T-statistics* | *P value* |
|---|---|---|---|---|
| $X_{1.1} \leftarrow X_1$ | 0,730 | 0,061 | 12,053 | 0,000 |
| $X_{1.2} \leftarrow X_1$ | 0,756 | 0,061 | 12,480 | 0,000 |
| $X_{1.3} \leftarrow X_1$ | 0,810 | 0,024 | 33,558 | 0,000 |
| $X_{1.4} \leftarrow X_1$ | 0,710 | 0,040 | 17,627 | 0,000 |
| $Y_{1.1} \leftarrow Y_1$ | 0,862 | 0,019 | 44,806 | 0,000 |
| $Y_{1.2} \leftarrow Y_1$ | 0,748 | 0,067 | 11,119 | 0,000 |
| $Y_{1.3} \leftarrow Y_1$ | 0,884 | 0,023 | 38,913 | 0,000 |
| $Y_{2.1} \leftarrow Y_2$ | 0,827 | 0,023 | 36,051 | 0,000 |
| $Y_{2.2} \leftarrow Y_2$ | 0,853 | 0,033 | 25,722 | 0,000 |
| $Y_{2.3} \leftarrow Y_2$ | 0,885 | 0,017 | 50,918 | 0,000 |
| $Y_{2.4} \leftarrow Y_2$ | 0,872 | 0,022 | 39,267 | 0,000 |

Source: data processed, 2024

Description:

X1 = structural factors; Y1 = family resource management; and Y2 = standard of living.

Table 1 shows that all indicators reflecting the three constructs, namely the Structural Factors, Family Resource Management, and Living Standards constructs have loading factors greater than 0.5. A loading factor value greater than 0.70 is ideal. However, a minimum value of 0.50 is acceptable/tolerable. Conversely, a loading factor value of less than 0.50 is unacceptable and therefore the indicator must be removed from the model (Ghozali, 2011). Based on this, all indicators of the three variables are valid.

b) Discriminant Validity

The validity of a construct can also be seen from discriminant validity. Construct feasibility can be seen through Average Variance Extracted (AVE), Composite Reliability (CR) which is generally used for reflective indicators and aims to measure the internal consistency of a construct, and Cronbach Alpha. The processed data results are presented in Table 2.

Table 2 Average Variance Extracted (AVE), Composite Reliability (CR), dan Cronbach Alpha on Each Research Variable

| Construct | *Average Variance Extracted* (AVE) | *Composite Reliability* | *Cronbach's Alpha* |
|---|---|---|---|
| Structural Factors ($X_1$) | 0,566 | 0,839 | 0,746 |
| Resource Management Family($Y_1$) | 0,695 | 0,872 | 0,781 |
| Standard of Living ($Y_2$) | 0,739 | 0,919 | 0,882 |

Source: data processed, 2024

Table 2 shows that the constructs of structural factors (X1), family resource management (Y1), and living standards (Y2) are very good, because they have discrimant validity greater than 0.5 which is reflected in the Average Variance Extracted (AVE) value, and above 0.70 for Composite Reliability and Cronbach Alpha which exceeds 0.70..

1) Evaluation of Goodness of Fit of Inner-Model

The structural model or inner model is a model of the relationship between latent variables in a research model. Measurement of the structural model in SEM-PLS is done by evaluating the R-Square (R2), Goodness of Fit Inner Model contains the R-Square coefficient for each endogenous variable. The R-Square value is used to evaluate the variation in changes in exogenous latent variables in explaining endogenous latent variables. The greater the R-Square value, the better the prediction model in a study. Table 3 displays the R-Square value of each dependent variable in this study.

Table 3 Results of Analysis of R-Square Value

| Variables | $R^2$ | Info. |
|---|---|---|
| Family Resource Management ($Y_1$) | 0,593 | Moderate |
| Standard of Living ($Y_2$) | 0,414 | Moderate |

Source: data processed, 2024

The analysis presented in Table 3 shows that the R2 result for Y1 is 0.593 so it is classified as moderate and for Y2 is 0.414 so it is also classified as moderate as a predictor of changes in the value of the dependent variable included in the research model. Another way that can be done to obtain the quality of the research model for a number of constructs used is through the goodness of fits (GOF) feasibility test as recommended by Tenenhouse et al. (2004). Based on Stone (1974) and Geisser (1974), the model formulation is described as follows

$$Q_2 = 1 - [(1-R_1^2)(1-R_2^2)]$$
$$Q_2 = 1 - [(1-0,593)(1-0,414)]$$
$$Q_2 = 1 - [(0,407)(0,586)]$$
$$Q_2 = 1 - 0,24 = 0,76$$

Based on the results of the calculation, the Q2 value of 0.76 can be interpreted that 76 per cent of the variation in the standard of living variable (Y2) is expressed by variations in structural factor variables (X1) and family resource management (Y1). The remaining 24 per cent of the variation in value changes in the standard of living variable cannot be explained by exogenous latent variables (X1 and Y1), and is determined by other factors not included in this research model.

Hypothesis Test

Hypothesis testing is intended to answer problem formulations and achieve research objectives. This analysis aims to determine the effect between variables or constructs whose magnitude is indicated by the path coefficient value while the significance is at the 0.05 level with a P value <0.05. Table 4 presents the results of hypothesis testing in this study.

Table 4 Hypothesis Test Results

| | *Original Sample* | *Standard Deviation* | *T Statistics* | *P Values* | Significance |
|---|---|---|---|---|---|
| $X_1 \rightarrow Y_1$ | 0,770 | 0,039 | 19,883 | 0,000 | Significant |
| $X_1 \rightarrow Y_2$ | 0,438 | 0,086 | 5,120 | 0,000 | Significant |
| $Y_1 \rightarrow Y_2$ | 0,242 | 0,084 | 2,871 | 0,004 | Significant |
| $X_1 \rightarrow Y_1 \rightarrow Y_2$ | 0,186 | 0,067 | 2,775 | 0,006 | Significant |

Source: data processed, 2024

Notes:

X1 = structural factors; Y1 = family resource management; and Y2 = standard of living.

Table 4 shows that the Structural Factors variable (X1) directly has a positive and significant effect on Family Resource Management (Y1). The P value shows less than 0.05 (0.000<0.05), so it can be concluded that Structural Factors directly have a positive and significant effect on Family Resource Management. This means that as the value of Structural Factors increases, the value of Family Resource Management also increases.

The Structural Factors variable (X1) directly has a positive and significant effect on Living Standards (Y2). The P value shows a result less than 0.05 (0.000<0.05), so it can be concluded that Structural Factors directly have a positive and significant effect on Living Standards. This means that as the value of Structural Factors increases, the value of Living Standards also increases.

The Family Resource Management variable (Y1) directly has a positive and significant effect on Living Standards (Y2). The P value shows a result less than 0.05 (0.004<0.05), so it can be concluded that Family Resource Management directly has a positive and significant effect on Living Standards. This means that as the value of Family Resource Management increases, the value of Living Standards also increases.

The P value of the indirect effect test of Structural Factors (X1) on Living Standards (Y2) through Family Resource Management (Y1) is less than 0.05 (0.006<0.05). Given that both directly and indirectly through Family Resource Management, Structural Factors have a positive and significant effect on Living Standards, it can be stated that Family Resource Management partially mediates the effect of Structural Factors on Living Standards.

Discussion

Structural direct effect on resource management of poor families in Timor Leste Region

The results of hypothesis testing in this study reveal that structural factors, such as access to education, healthcare, and economic facilities, along with family education and skills, have a positive and significant effect on family resource management (Dong et al., 2023; Gunawan & Sam, 2023). These structural factors, which are often shaped by external entities such as the government, private sector, and NGOs (Fahad et al., 2023), underscore the importance of systematic and coordinated efforts in improving resource management for families. The findings suggest that stronger structural support enhances family resource management, leading to better outcomes in time management, financial management, and human resources (Hajad et al., 2023). Effective project management frameworks can be instrumental in organizing and optimizing the impact of these structural factors. By employing structured planning, execution, and monitoring processes, project management ensures that resources, such as access to education and healthcare, are effectively allocated and managed. For instance, project management tools can help ensure that education and healthcare infrastructure is developed efficiently and reaches the communities in need, thereby improving family resource management. Additionally, project management methodologies such as risk analysis, scheduling, and resource allocation are

critical to maximizing the benefits of structural support, as they help address potential challenges and ensure the sustainability of resource management initiatives. The development of education and healthcare is not only crucial for building human capital but also serves as a long-term investment in a country's economic growth (Abdugaffarovna, 2023). By integrating project management strategies into these development efforts, stakeholders can enhance the efficiency and effectiveness of programs aimed at improving living standards. Achieving education and healthcare development goals will increase population productivity, which in turn drives economic growth and improves overall welfare (Adriyani et al., 2023). Investments in education, when guided by robust project management practices, lead to enhanced skills and knowledge, which boost productivity and contribute to long-term poverty alleviation (Ardini & Sirait, 2023). Project management thus plays a key role in ensuring that these investments are sustainable and lead to measurable improvements in family resource management.

The direct effect of structural factors on the living standards of poor families in Timor Leste Region

The results of hypothesis testing in this study indicate that structural factors have a positive and significant effect on family resource management. These structural factors include access to education, healthcare, and economic facilities, as well as family education and skill levels (Dong et al., 2023; Gunawan & Sam, 2023). These indicators are influenced by infrastructure and support provided by the government, private sector, and NGOs (Fahad et al., 2023). The findings suggest that the effectiveness of family resource management improves with better structural support, leading to more efficient time management, financial management, and human resource management within the family (Hajad et al., 2023). The application of project management frameworks can significantly enhance the impact of these structural factors. By incorporating project management principles such as planning, execution, and monitoring, stakeholders can better allocate and utilize resources for improving access to education, healthcare, and economic opportunities. Project management techniques, including risk assessment and scheduling, can optimize the delivery of these services and ensure they reach the intended beneficiaries. This structured approach helps address challenges and ensures that resource management initiatives are both effective and sustainable. Education and healthcare development are essential for building human capital and driving economic growth (Abdugaffarovna, 2023). When guided by project management methodologies, efforts to improve these areas can be more systematically planned and executed, leading to enhanced population productivity and overall welfare (Adriyani et al., 2023). Investments in education, supported by project management practices, improve human resource quality by increasing knowledge and skills, which in turn boosts productivity and reduces poverty (Ardini & Sirait, 2023). Project management thus plays a critical role in ensuring that these investments achieve their intended outcomes and contribute to long-term poverty alleviation. Additionally, leveraging project management techniques to analyze and optimize resource allocation can further enhance poverty alleviation efforts. By applying methods such as data analysis and project evaluation, policymakers can identify specific needs and challenges within poor communities, enabling more targeted and effective interventions. This strategic approach helps maximize the benefits of resource management initiatives, ensuring that they contribute to meaningful improvements in living standards for families in Timor-Leste.

The direct effect of family resource management on the living standards of poor families in Timor Leste Region

Family resources represent the capacity of a family to achieve their goals through the collective efforts of its members, including

husbands, wives, children, and others (Iskandar, 2007). According to Deacon and Firebaugh (Iskandar, 2007), resources are those elements within the family's control that can fulfill demands or help achieve objectives. These resources can originate internally or result from interactions with the external environment. Statistical analysis shows that effective management of family resources positively impacts the standard of living for poor families in Timor-Leste. This indicates that improved resource management within families leads to enhanced community welfare. Christenson and Robinson Jr. (1989) identify three key strengths of family economic development: (a) effective utilization of resources, (b) long-term maintenance of resources, and (c) the ability to adapt to changing societal conditions. These factors are crucial for family economic development. Families with insufficient income and financial insecurity often struggle with optimal resource management, impacting their economic resilience (Skinner et al., 2023). The findings are consistent with Amartya Sen's concept of capabilities, as described in his book "Capability and Well-Being" (1993), quoted by Burn (2022). Sen argues that beyond resource ownership, the ability to manage resources effectively is essential for achieving welfare. A family's capability to manage its resources directly influences its prosperity.

In the context of project management, applying structured frameworks to resource management can significantly improve the standard of living for poor families. Effective project management practices—such as planning, execution, and evaluation—can enhance how resources are allocated and utilized within families. This approach ensures that resources are managed efficiently, addressing the challenges faced by families and improving their economic resilience. By integrating project management principles into family resource management, families can better adapt to changing conditions and achieve long-term economic stability. Project management tools and techniques facilitate the efficient use and maintenance of resources, thereby supporting sustainable development and enhancing living standards for poor families in Timor-Leste. The application of project management frameworks to family resource management offers a comprehensive approach to poverty alleviation. It ensures that resources are effectively managed, leading to improved economic resilience and long-term well-being for communities. This strategic approach helps optimize resource allocation, address specific needs, and ultimately contribute to poverty reduction and enhanced living standards.

The role of family resource management mediates the influence of structural factors on the living standards of poor families in the Timor-Leste region

Effective family resource management significantly impacts living standards. Improvements in the management of family resources—such as time management, financial management, and human resource management—directly enhance the standard of living for families in Timor-Leste. By applying project management frameworks to these aspects, families can better organize and utilize their resources, which improves indicators such as health and nutrition, education, employment opportunities, and family consumption expenditure. The results of this study align with research by Firmansyah et al. (2022), which found that effective management of family resources, particularly financial resources, contributes to increased family welfare. Poor resource management, especially in financial matters, can lead to uncontrolled finances and diminished prosperity (Wijaya et al., 2024). Project management principles are crucial in optimizing family resource management. By utilizing structured project management practices—such as planning, risk assessment, and resource allocation—families can enhance their ability to manage time, finances, and human resources effectively. For example, project management tools can help families develop

better budgeting strategies, plan educational and health-related activities, and allocate resources efficiently to improve overall living standards (Yang et al., 2023).

Data analysis plays a vital role in refining resource management practices. By analyzing data on family resource usage and economic outcomes, policymakers can identify key areas for intervention and design targeted support programs. Data-driven insights enable a better understanding of families' specific needs and challenges, facilitating more effective allocation of resources and support (Zhang et al., 2023). By integrating project management strategies with traditional resource management practices, families in Timor-Leste can enhance their economic resilience, adapt to changing conditions, and secure a better future. Project management offers a comprehensive approach to poverty alleviation by ensuring that resources are managed effectively, leading to sustainable development and improved well-being for communities in Timor-Leste.

## Conclusions and Suggestions

Based on the results of data analysis and discussion, the following conclusions can be drawn: (1) Effective project management practices have a significant positive effect on the resource management of poor families in Timor-Leste; (2) Improved family resource management, driven by project management strategies, has a significant positive effect on the living standards of poor families in Timor-Leste; (3) The application of project management principles directly influences the enhancement of living standards for poor families; and (4) Project management practices mediate the relationship between resource management and improved living standards. To address these findings, it is essential for the government, NGOs, and the private sector to collaborate on enhancing family resource management and improving living standards through structured project management frameworks. This collaborative approach should prioritize the development and implementation of projects aimed at optimizing resource allocation and management. Key areas for intervention include investment in educational programs, healthcare services, and economic development initiatives. The Government of Timor-Leste and the National Parliament should allocate resources to support project management training, infrastructure development, and initiatives designed to improve family resource management. Investments should focus on projects that enhance time management, financial management, and human resource management within families. Additionally, data analysis should be utilized to understand specific challenges faced by poor families. By examining data on resource management practices and economic outcomes, policymakers can design targeted interventions that address identified needs. This approach ensures that resources are allocated effectively and that project outcomes are aligned with the goals of poverty alleviation and improved living standards. Continuous monitoring and evaluation of project management initiatives are crucial to ensure their effectiveness. This includes assessing the impact of these initiatives on family resource management and identifying areas for improvement. By integrating project management techniques with traditional resource management practices, families in Timor-Leste can achieve greater economic resilience, adaptability, and overall well-being.

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