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Financial Resource Allocation Strategies and Project Outcomes Study of Buruj Real Estate Development in Mogadishu, Somalia

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Abstract: The study examined the effect of financial resource allocation strategies on project outcomes of Buruuj real estate Development Company in Mogadishu, Somalia. The study was guided by the following objective; assess the effects of financial resource allocation on the project outcomes of Buruuj, real estate and Development Company in Mogadishu, Somalia. Study was guided by Resources Based Theory (RBT). Sample size of 135 respondent's respondents selected from targeted population of 260. The research employed cross-sectional research design, the questionnaire and interview guide were used as the research instruments. Descriptive statistics employed include frequencies, means and regression analysis on variables. The study found out that financial resource allocation strategies has a positive significant effects on the project outcomes of Buruuj real estate and development in Mogadishu, Somalia (β = 0.501, Sig = 0.000). The study concludes that financial resource allocation strategies has a positive significant effects on the project outcomes of Buruuj real estate and development projects. The study recommends that real estate and development companies should develop financial resource allocation policy guideline to facilitate seamless access to necessary financial resources required at each phase of the project activities.

Keywords: *Financial, Outcome, Allocation, Project, Activities.*

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I. INTRODUCTION AND BACKGROUND

➢ *Introduction and Background*

The historical transformation of project financial resource allocation in real estate development is a testament to human ingenuity, yet it also reveals enduring challenges that continue to influence project outcomes. The evolution from ancient practices to modern-day strategies involves significant milestones, as noted by Abhishek et al. (2023), Bhattacharya (2023), and Saad, Alaloul, & Ammad (2022). In ancient times, the absence of structured financial resource management in real estate projects led to inefficiencies and unpredictability. Projects lacked regular schedule optimization, which hindered their potential for timely completion and resource utilization. According to Abhishek et al. (2023), this period was characterized by ad-hoc financial resource distribution, relying heavily on labor-intensive methods that lacked technological intervention. The absence of a systematic approach often resulted in delays and cost overruns, which are crucial factors affecting project outcomes in real estate development.

The late 19th century marked a pivotal shift towards more structured financial resource management, particularly in sectors like construction, manufacturing, and transportation (Bhattacharya, 2023). This era witnessed the introduction of project management methodologies that emphasized efficiency and coordination. Historical endeavors, such as the construction of the Transcontinental Railroad and the reconstruction of the Post-Civil War South, exemplify the growing importance of effective financial resource allocation. These projects showcased a transition towards more organized practices, though they were still constrained by the technological limitations of their time.

Despite these advancements, the early 20th century continued to grapple with financial resource allocation challenges. While structured methodologies improved

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coordination, they often lacked the precision required for optimal resource utilization. The advent of computer technology and project management software in the latter half of the century began to address these limitations. However, as Saad, Alaloul, & Ammad (2022) argue, the real estate sector was slow to adopt these innovations, partly due to the complexity of integrating technology into traditional practices.

Historically, project financial resource allocation in African real estate development has been shaped by a myriad of factors, including colonial legacies, economic policies, and infrastructural deficits. According to Ofori (2020), the colonial past has left a fragmented land resources tenure system and regulatory framework, which significantly impacts financial resource allocation in contemporary projects. These historical constraints often lead to inefficiencies and increased project costs. Acheampong and Adom-Asamoah, (2021) highlight that post-independence economic policies have further complicated financial resource distribution, with many governments prioritizing urban over rural development, thereby skewing financial resource allocation. According to Moyo and Sibanda (2024), corruption and bureaucratic inefficiencies remain prevalent obstacles that hinder effective financial resource allocation. These challenges are reminiscent of historical governance issues, suggesting a continuity of systemic problems despite advancements in technology and foreign investment (Moyo & Sibanda, 2024). The persistence of such issues underscores the complexity of financial resource allocation in African real estate development, where historical and contemporary factors are deeply intertwined. In conclusion, the historical background of project financial resource allocation in African real estate development has a profound impact on project outcomes.

The real estate sector in Mogadishu, Somalia, has undergone significant changes over the years, particularly in how financial resources are allocated and managed to influence project outcomes. The backdrop of Somalia's socio-political dynamics has had a profound impact on the efficacy and success of real estate projects in Mogadishu, Somalia (Larson & Gray, 2022)). Mogadishu, Somalia, has been a focal point for real estate development due to its economic significance and population growth. However, the allocation of resources has been complicated by the city's history of conflict and instability. According to Zwikael & Meredith (2019).financial resource allocation in Mogadishu's real estate projects has often been hindered by inadequate infrastructure, lack of proper urban planning, and inconsistent policy implementation. These challenges have resulted in projects that are either incomplete or fail to meet their intended objectives (Armstrong & Baron, 2013). Certain regions in Somalia, such as Somaliland, have experienced more success in real estate development due to more stable political environments and better financial resource management. As noted by Kerzner (2017), Somaliland has benefited from a relative peace that allows for better regulatory oversight and efficient financial allocation of resources, leading to more successful project outcomes. This stability has enabled investors to engage more confidently, resulting in a burgeoning real estate market.

Despite these regional differences, there are areas in Mogadishu where real estate projects have seen better outcomes. In their comprehensive study, Alcock, (2009). Highlights the importance of international partnerships and foreign investment in improving financial resource allocation and project outcomes. These collaborations have introduced better project resources allocation practices and funding opportunities, allowing for more efficient use of financial resources.(Okeyo, Ombachi, & Mogusu, 2021) However, the study also emphasizes that these successes are often isolated and not indicative of a broader trend across projects and includes effective monitoring of the projects outcomes.

In regions where real estate development is still lagging, such as parts of Mogadishu,Somalia the challenges are often tied to security issues and weak institutional frameworks. As observed by Nyonje, Ndunge, & Mulwa, (2012) these areas struggle with financial resource allocation because of insufficient governmental support and the presence of non-state actors that complicate the regulatory environment. This has led to projects that are either stalled or do not reach completion,due to financial resource allocation constraints reflecting a broader pattern of uneven development within the country.

- *Contextual Perspective*

Buruj Real Estate Development Company was established in 2009 with the aim of delivering top-notch construction services at affordable rates to meet the housing needs of the Somali population (Buruj Real Estate and development Company, 2019). Presently, Buruj operates as a comprehensive construction and real estate service provider in Somalia, focusing on residential, commercial, and institutional projects, demonstrating expertise in technical construction endeavors from inception to completion. The company, recognized for its adherence to project timelines and quality standards, is making strides towards acquiring ISO 9001:2000 certification and other relevant quality and safety credentials, illustrating a commitment to excellence in construction and project management.

However, real estates in Somalia including Buruj despite claiming to bring a wealth of experience to their projects, they struggle to deliver quality results in challenging environments due to difficulties in access and numerous hindrances (Wang & Li, 2022). Despite their years of safety and risk analysis expertise, construction and real estate in Mogadishu Somalia have failed to safely deliver and upgrade clients' buildings (Kerzner, 2017). Challenges such as proper planning, client communication, and logistical management have impacted their project outcomes (Serpe, Smith, & Johnson, 2022). . While these construction and real estate development companies emphasize on satisfying their clientele, they are unable to produce progress reports, failed to meet datelines (timeliness), incurred excessive costs and ultimately produced poor quality projects in Somalia (Muktar, 2021). It is upon such issues that has prompted the researchers to conduct a study on financial resource allocation strategies and project outcomes of real estate development in

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Mogadishu, Somalia.

➢ *Statement of the Problem*

Globally, financial resource allocation strategies within real estate development projects ensure that financial resources adequately allocated and utilized effectively to achieve project goals and within budgetary constraints (Bhattacharya, 2023). However, in Mogadishu, Somalia, the project outcomes including those undertaken by companies like Buruj real estate development are rated under low outcomes and this is evidenced by factors such as inability to produce progress satisfactory reports, failed to meet timeliness, incurred excessive costs and ultimately produced poor quality projects (PMBK, 2021, Gido,Clements, & Baker,2018). With these poor project outcomes of construction and real estate in Mogadishu Somalia, this has led to beneficiary's income inequality, stiff unemployment opportunities, poor growth and low levels of GDP contribution to the country (Kerzner, 2017).).

However, Abdihakim and Alfayos (2024) attributed such poor project outcomes to ineffective financial resource allocation strategies employed by Real Estate development companies in Mogadishu, Somalia. Several real estate development companies and especially Buruj have been affected due to inadequate financial resources that have led to delays, cost overruns, and poor project outcome (Banihashemi, Hosseini, Golizadeh, & Sankaran, 2017)). This calls for the need to explore on the financial resource allocation strategies on project outcomes of Real Estate Developments.

➢ *Purpose of The Study*

The purpose of the study was to examine the effects of financial resource allocation strategies on project outcomes of Buruj Real Estate Development in Mogadishu, Somalia.

- *Specific Objective*

To assess the effects of financial resource allocation on the project outcomes of Buruj real estate and development company in Mogadishu, Somalia.

II. LITERATURE REVIEW

➢ *Theoretical Review*

- *Resources Based Theory*

The study was guided by Resource-Based Theory propounded by Barney in 1991. According to Barney, the theory of the Resource-Based View (RBV) is about possessing resources that are valuable, rare, difficult to imitate, and non-substitutable is crucial for organizations. RBV theory assumes that to gain a competitive advantage, organizations should focus internally to leverage their resources effectively. Moreover, the theory assumes that resources and capabilities are unique to each organization and not easily transferable between firms, even within the same industry (Uyanik, 2023). It asserts that a firm's competitive advantage and superior outcomes are primarily driven by its financial resources and capabilities (Bals & Rosca, 2022). This perspective assumes that by efficiently utilizing valuable financial resources and capabilities, firms can achieve sustained superior outcome and competitive edge (Mansour et al., 2022). The theory stresses the impact of resources on project performance and competitive advantage, emphasizing the importance of understanding the characteristics of resources and capabilities necessary for achieving lasting superior outcomes and sustainable competitive advantage (Salsabila et al., 2022).

Furthermore, the Resource-Based View (RBV) theory has limitations in comprehending project outcomes. It tends to overlook factors at both the project and individual levels that contribute to outcomes (Marino-Romero, Palos-Sanchez & Velicia-Martin, 2022). Additionally, RBV does not fully consider the dynamic nature of financial resources and their evolving impact on outcomes over time (Pitesa & Thau, 2018). Another constraint is the theory's failure to account for external factors such as market conditions or industry dynamics in shaping outcomes, as well as neglecting non-financial dimensions like employee well-being or customer satisfaction (Pitesa & Thau, 2018; Spanouli & Hofmans, 2021). While RBV offers valuable insights into the link between financial resources and project's outcomes, it is essential to acknowledge these limitations to achieve a comprehensive understanding of project outcomes.

Despite the aforementioned assumptions and limitations, Uyanik (2023) emphasized the significance of the resource-based view theory in projects by enabling firms to recognize and utilize their valuable, rare, inimitable, and non-substitutable resources including human resource allocation, financial resource allocation to achieve a competitive advantage and enhance project outcomes such as project progress, timeliness, cost, and quality. This theory give emphasis to these essential financial resources and capabilities that companies need to attain superior outcomes and sustainable competitive advantage, emphasizing the impact of resources and their utilization on project outcomes and competitive positioning (Rishi, Dwivedi & Ghosal, 2022; Adam et al., 2022). This is applicable to Buruj Real Estate Development in Mogadishu, Somalia as the organization can apply the resource-based view theory to identify and utilize their internal resources as strategies for development to generate competitive advantage and enhance their project outcomes.

The study by Klasen (2022) emphasized the critical importance of a well-structured financial resources allocation strategy for the success of e-government projects, highlighting how innovative financial resources allocation strategy significantly plays a key role in driving project outcome and ensuring the availability of necessary funds for project better outcome. While the study focused on China, similar principles can be applied globally, including in Somalia. Research by Wibowo, Trijeti and Irwanto (2022) demonstrated that effective e-procurement financial allocation processes in government projects significantly impact financial budget realization and overall project outcome, underscoring the need for efficient financial resource allocation in public initiatives. However, the study focused on management of e-government projects and not

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project outcomes of real estate developments. Furthermore, Yashin, Korobova and Zakharova (2022) revealed the direct correlation between innovation financing and project effectiveness, stressing the importance of adequate financial support for innovative endeavors to achieve desired outcomes.

Aradukunda and Sikubwabo (2024) investigated the influence of financial resource allocation on project outcomes in Kigali City, revealing challenges such as misappropriation of funds and inadequate performance monitoring leading to project failures. The research was aimed to evaluate the impact of financial resource allocation, planning and control on project outcome, utilizing financial literacy and resource dependency theories, literature review, and data collection techniques to analyze the data. Findings indicated that there is a significance relationship between financial resources allocation and City of Kigali's project outcome; and it was found that holding all the financial resources allocation to a constant zero, project outcome of Kigali City will be 30.6 percent, a unit increase in the use of financial resource planning will lead to a 0.731% improvement in project outcome in Kigali City, the use of financial resource allocation will lead to a 5% improvement in project outcome in Kigali City. The study's regression analysis highlighted the significant influence of financial resource allocation on project outcome in Kigali City, with financial resource allocation planning having the greatest impact followed by financial resource allocation control. The results indicate that maintaining expertise in financial allocation is crucial for enhancing organizational outcome at the public entity Kigali City, as shown by the statistical significance of all factors examined at a 95% confidence level. However, this study looked at financial resource management, the focus of the present study is on financial resource allocation.

Grakhov, Noring and Ribeiro (2023) examined the allocation of project funds and outcome in infrastructural projects, focusing on the Trans-Canada Highway. Efficient funds allocation is vital in infrastructure endeavors to ensure proper utilization of financial resources for project outcome. The study revealed that effective financial resource allocation influences project outcomes by ensuring optimal fund utilization, cost control, and performance evaluation, crucial for the success and sustainability of infrastructural projects. Moreover, monitoring funds allocated strategically throughout the project's lifespan is critical for achieving goals, with project outcome gauged through indicators like cost control, adherence to timelines, delivery quality, and overall outcomes.Yang, Alajmi and Mustafa (2023) conducted a qualitative study on finacial budget allocation and infrastructure projects in Shenzhen City, China, emphasizing the importance of adequate funding for successful project implementation. Sufficient budget allocation ensures timely completion, quality materials, and technology incorporation, benefiting critical sectors like transportation and water supply. The research involved 25 projects in Shenzhen, with a sample of 20 respondents using questionnaires. Study findings indicated that proper budget allocation in Shenzhen led to significant improvements in infrastructure and quality of life, attracting investments and driving economic growth. Adequate budgetary allocation positively impacts infrastructural project outcomes by ensuring timely completion, quality materials, economic growth, and improved quality of life in Shenzhen City, China.

The study by Klasen (2022) emphasized the critical importance of a well-structured strategy for the success of e-government projects, highlighting how innovative financing significantly plays a key role in driving effective decision-making, risk-sharing, and ensuring the availability of necessary funds for project success. While the study focused on China, similar principles can be applied globally, including in Somalia. Research by Wibowo, Trijeti and Irwanto (2022) demonstrated that effective e-procurement processes in government projects significantly impact budget realization and overall project success, underscoring the need for efficient financial management in public initiatives. However, the study focused on management of e-government projects and not project outcomes of real estate developments. Furthermore, Yashin, Korobova and Zakharova (2022) revealed the direct correlation between innovation financing and project effectiveness, stressing the importance of adequate financial support for innovative endeavors to achieve desired outcomes. By incorporating innovative financing mechanisms and strategic planning, countries like Somalia can enhance the success of their projects and bridge the gaps identified in the existing research.

According to Bogatyreva, Kudashkin and Metelitsa (2022), project financing significantly enhances the flexibility and independence of organizations in executing, controlling, and managing projects, reducing reliance on foreign funding. By diversifying streams of project financing, organizations can mitigate risks associated with insufficient funding, ensuring project sustainability (Aradukunda & Sikubwabo, 2024). Creating alternative funding mechanisms not only reduces over-reliance on external sources but also fosters financial stability within the organization, enabling effective project management (Lesyata, 2022). Leveraging business activities to generate resources can significantly boost an organization's financial capacity, facilitating the implementation of projects and enhancing their long-term viability (Aradukunda & Sikubwabo, 2024). Therefore, by exploring various avenues for funding projects and generating internal resources, organizations can overcome financial constraints, ensuring the sustainability and success of their projects in the face of increasing competition for limited resources.

Chilton (2019), states that project financial resource allocation strategies encompass the efficient assignment of financial resources to tasks throughout the lifecycle of a project, with the aim of optimizing outcomes and meeting project objectives. Maritan and Lee (2017) emphasized that financial resource allocation strategies entail the distribution of financial resources in a manner that supports project goals effectively. Financial resource allocation strategies, as highlighted by Klingebiel & Rammer (2021), involve the allocation of financial resources among various activities and initiatives. This broad financial allocation approach coupled with effectiveness serves to enhance project outcome by

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spreading risks across different project activities and focusing on those that show results.

Aneesha (2024) provided a definition of financial resource allocation strategies as the systematic distribution of financial resources across different project activities to optimize project outcome and achieve strategic objectives. This strategy is essential in project management as they ensure the efficient utilization of financial resources, mitigate risks, and align with project goals. According to Agyei, Mensah, and Boateng (2023), financial resource allocation strategies encompass the effective distribution of financial resources to sustain project competitiveness and achieve success in project innovation, thereby enhancing project outcomes. Such strategies are crucial for project seeking to maintain their competitive edge and drive innovation in a dynamic project business environment.

Tengan (2019) defined project outcomes as the results and accomplishments obtained at the conclusion of a project, which serve as a reflection of the overall success or failure of the endeavor. These outcomes play a vital role as key indicators of project outcome, encapsulating a wide array of elements such as stakeholder contentment, cost-effectiveness, punctual completion, satisfaction of end-users, and alignment with the intended purpose. Frederic and Oshineye (2024) elaborated on this definition by characterizing project outcomes as the tangible results attained, including the delivery of finalized structures, adherence to budget and timeline objectives, and the satisfaction of stakeholders, underscoring the significance of financial strategic management approaches and the utilization of financial digital technologies in project execution.

Furthermore, Khanyile, Musonda, and Agumba (2019) expressed that project outcomes pertain to the achievements realized upon the culmination of a project, which are heavily influenced by effective financial communication management strategies encompassing elements such as financial information technology utilization, the formulation of a financial communication plan, and ensuring clarity in the project financial structure. Lastly, Loosemore et al. (2020) elaborated on the concept of project outcomes by defining them as the results in terms of financial expenditure, adherence to financial schedules, compliance with scope requirements, maintenance of quality standards, and meeting stakeholder expectations all of which can be shaped by the project delivery financial methodology chosen and the dynamics within the project team. Operationally, for this study project outcomes will include project financial progress, financial timeliness, cost, and quality.

➢ *Conceptual Framework of the Study*

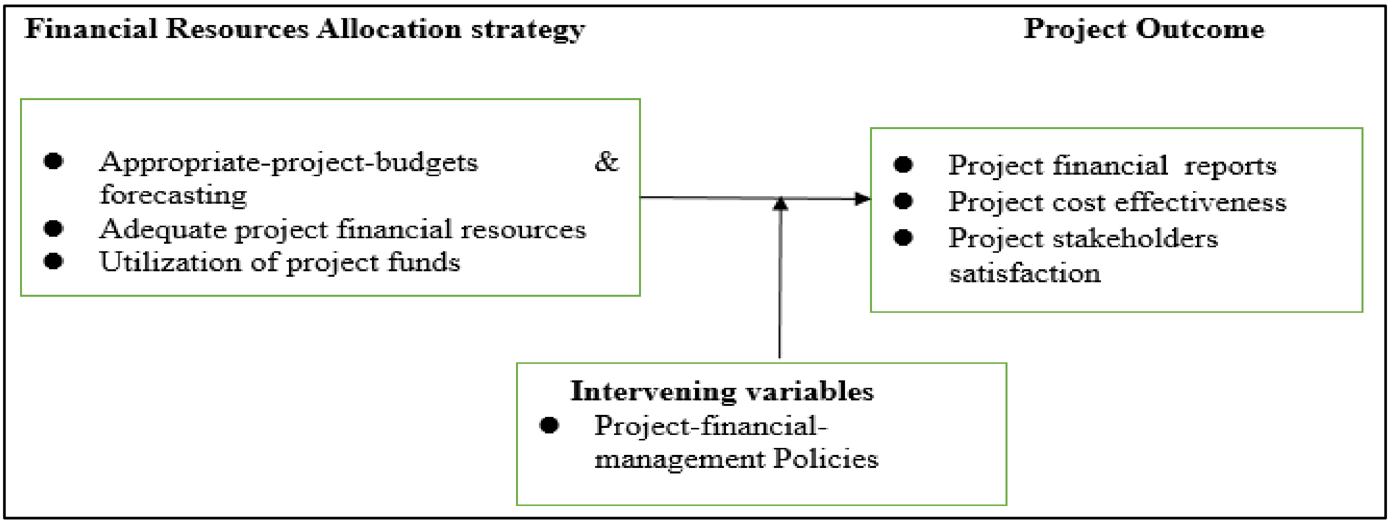

Fig 1 Financial Resource Allocation Strategies and Project Outcomes of Buruj Real Estate and Development Project.

Source: Adopted from Zaher & Eldakhly (2023) and Modified by the Researchers, 2025.

Figure 2.1, Above, provides an illustration of the conceptual framework that delineates the nature of the relationship connecting the independent variables to their corresponding dependent variables in the context of financial resources allocation management. The independent variable, which are identified as financial resource allocation, encompasses a range of components including project budget cost allocation and funds utilization, each of which plays a crucial role in the overall effectiveness of financial resource allocation.

The project outcomes, which serve as the dependent variable in the framework, are quantitatively assessed through various metrics including progress reports, adherence to timeliness, project costs, and the maintenance of quality standards throughout the project life cycle. The independent variables identified in this framework may be subject to influence from the intervening variable, which can potentially alter the dynamics of the relationship between these variables. The interplay between these independent and dependent variables is crucial for understanding the overall impact on project outcome and efficacy. The framework elucidates the

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complexity of financial resource allocation but also highlights the significance of understanding how these elements interact within the broader context of project management systems. Ultimately, the insights derived from this conceptual framework informs effective decision-making processes and financial planning efforts in the allocation of financial resources across various project life cycle.

III. RESEARCH METHODOLOGY

➤ *Research Design*

The study used a cross-sectional survey design to collect data.The primary objective was to gain insights into the financial resource allocation strategies and project outcomes within Buruj real estate development in Mogadishu, Somalia. Further, the study incorporated mixed research approaches, encompassing qualitative interviews and quantitative questionnaires in the data collection. The qualitative approach was geared towards offering a profound comprehension grounded in individual viewpoints, whereas the quantitative methodology analyzed variables by utilizing descriptive statistics to assess hypotheses pertaining to financial resource allocation strategies and project outcomes.

➤ *Target Population*

The target population was the employees, beneficiaries and stakeholders of Buruj Real Estate and development in Mogadishu, Somalia totaling to 260 people.

Table 1 Taget Population and Sample Size

Sn	Category of Respondents	Population	Sample Size	Sampling Technique
1	Directors & CEOs	5	5	Purposive sampling
2	Project managers	10	10	Purposive sampling
3	Project staff	45	40	Random sampling
4	Representatives of Project beneficiaries	200	103	Random sampling
	Grand Total	**260**	**158**	

Source: Research data, 2025

➤ *Sample Size*

The study involved the selection of 158 respondents. The determination of the sample size for each category namely qualitative and quantitative was also based on the formula established by Krejcie and Morgan (1970). The respondents for both quantitative and qualitative are presented in the table 3.3.1 and 3.3.2 below;

Table 2 Target Population and Quantitative Sample Size

Sn	Category of Respondents	Population	Sample Size	Sampling Technique
1	Project staff	60	40	Random sampling
2	Project beneficiaries and stakeholders	185	89	Random sampling
	Grand Total	**245**	**144**	

Source: Research Data, 2025

The analysis involved descriptive statistics namely frequency counts, percentages. Mean and Standard Deviations was used to analyse respondents' opinions on financial resource allocation strategy and project outcomes in terms of project progress, timeliness, cost, and quality in Buruj Real Estate development in Mogadishu, Somalia.

Table 3 Target Population and Qualitative Sample Size

SN	Category of Respondents	Population	Sample Size	Sampling Technique
1	Directors & Senior officers	5	4	Purposive sampling
2	Project managers	10	10	Purposive sampling
	Grand Total	**15**	**14**	

Source: Research data, 2025

Qualitative data was coded in the analysis of transcripts to detect noteworthy statements in individual interviews. Subsequent analysis of these significant statements to aid in clarifying the essence of units or emerging sub-themes within the patterns. The research described the notable statements used to summarize the respondent's experiences. Furthermore, the study expounded on the context or environment that could impact the participants' experiences, while presenting respondents ' quotes in italics.

➤ *Sampling Procedure*

Purposive sampling was employed by the researchers. This is a non-probability sampling in which researchers choose respondents based on specific criteria or characteristics that are deemed relevant to the research question (Mugenda and Mugenda, 2003). The technique of purposive sampling was utilized to choose the directors, chief executive officer (CEOs) and project managers who were selected based on the substantial knowledge and skills they possess in relation to the study area under investigation.

➤ *Validity and Reliability of Instruments*

Application of Content Validity Index (CVI) of the study and the outcomes for both the questionnaire and the interviews were examined for confirmation and validation purposes. As suggested by Amin (2005) who stated that

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instruments will be deemed valid if the CVI exceeds 0.70, implying a high level of content validity. The reliability of the questionnaire was tested using the Cronbach's alpha coefficient. A Cronbach's alpha value of 0.70 and above was considered to be the criteria for demonstrating internal consistency of new scale and established scales respectively.

➢ *Descriptive Statistics on Research Variables*

The independent variable in the study was financial allocation strategies and dependent variable was the project outcomes of Buruj real estate and development in Mogadishu, Somalia. The results are presented following a Likert scale. The components of the Likert scale consisted of; SD= Strongly Disagree, D= Disagree, NS = Not Sure, A= Agree, SA= Strongly Agree. Responses were analyzed using SPSS, focusing on means and standard deviations as shown in the table. To interpret the mean, the following mean ranges along with their descriptions were applied; see table 4.3.3 below

Table 4 Mean interpretation

#	Mean Range	Response Mode	Interpretation
5	4.21-5.00	Strongly agree	Very satisfactory
4	3.41-4.20	Agree	Satisfactory
3	2.61-3.40	Not sure	Fairly satisfactory
2	1.81-2.60	Disagree	Unsatisfactory
1	1.00-1.80	Strongly disagree	Very unsatisfactory

Source: Researchers, 2025

IV. PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

➢ *Response Rate*

Table 4.1.4 presented the response rate of the respondents on the study done on resource allocation strategies and the project outcomes of Buruj real estate and development in Mogadishu, Somalia.

Table 5 Response Rate

Research Instrument	Planned/targeted	Actual	Percentage
Questionnaire	131	110	83%
Interview guide	27	25	92%
Total	158	135	
Overall percentage response rate			**88%**

Source: (Primary data, 2025)

Table 4.1.4 above indicates the response rate for both the questionnaire and interview components of the research. Questionnaire: Out of the planned 131 respondents, 110 respondents completed the questionnaire, resulting in an 83% response rate. Interview guide: of the 27 individuals targeted for interviews, 25 participated, yielding a 92% response rate.

➢ *Demographic characteristics of respondents*

The demographic variables of male and female employees who participated as respondents were deemed crucial for assessing the effect of resource allocation strategies on the project outcomes of Buruj real estate and development project in Mogadishu, Somalia. This demographic data included details such as gender, age group, education level, and working experience. Table 4.1.5 below

Table 6 Demographics Data of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	77	57.0	57.0	57.0
	Female	58	43.0	43.0	100.0
	Total	135	100.0	100.0	
Age	Below 30 years	28	20.7	20.7	20.7
	30 - 45 years	64	47.4	47.4	68.1
	46 – 60 years	43	31.9	31.9	100.0
	Total	135	100.0	100.0	
Marital status	Single	48	35.6	35.6	35.6
	Married	73	54.1	54.1	89.6
	Other(s)	14	10.4	10.4	100.0
	Total	135	100.0	100.0	
Education level	Diploma	36	26.7	26.7	26.7
	Bachelor's Degree	49	36.3	36.3	63.0
	Master's Degree	43	31.9	31.9	94.8
	Others	7	5.2	5.2	100.0

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	Total	135	100.0	100.0	
Work Experience	Less than 1 year	29	21.5	21.5	21.5
	1-3 years	51	37.8	37.8	59.3
	4-6 years	40	29.6	29.6	88.9
	Above 7 years	15	11.1	11.1	100.0
	Total	135	100.0	100.0	

Source: Primary Data, 2025

From the data presented in table 4.1.5, it is indicated that the majority of respondents were male, accounting for 77(57.0%) of the total respondents, while females made up 58(43.0%) of the participants, indicating that males exhibited a higher level of engagement in the research study. The statistical analysis revealed a disparity in the gender distribution, with a significant majority of males taking part in the study compared to females.

From the data presented in table 4.1.5 above, majority of respondents fell within the age range of 30-45 years, comprising 64(47.4%) of the total respondents, while 43(31.9%) were aged between 46-60 years. And 28(20.7%) of the participants were aged below 30 years, this imply that participants in the 30-45 years' age bracket played a significant role in actively engaging with the research study. This active involvement indicates that this particular age group possessed valuable insights and perspectives that influenced their responses to the questionnaire in a meaningful way. Majority of the respondents, 73(54.1%) were married, while 48(35.6%) were single and 14(10.4%) were in the category of others and these were widowed and had divorced. Furthermore, the findings suggest a notable trend where married individuals were more actively engaged and involved in the research study, indicating a potential correlation between marital status and participation levels in the study.

From the data presented in table 4.1.5, it indicated that the majority of the participants held bachelor's degree, as evidenced by 49(36.3%) of the total respondents. Subsequently, 43(31.9%) of the respondents were found to possess masters' degree, while 36(26.7%) were had diploma and 7(5.2%) had other qualifications. This imply that respondents provided the credible and relevant information for this particular study. According 51(37.8%) of the employees have been in operation for 1-3 years, 40(29.6%) had been in operation for 4-6 years, while 29(21.5%) for less than 1 year, and 115(11.1%) had been in operation for 7 and above years. This infers that most of the employees had been in operation for more than 3 years.

➢ *Descriptive Statistics on Research Variables*

The descriptive statistics concerning the independent variable in this study was financial resource allocation strategies and dependent variable was the project outcomes of Buruj real estate and development project in Mogadishu, Somalia. The results are presented in a Likert scale. The components of the Likert scale consisted of; SD= Strongly Disagree, D= Disagree, NS = Not Sure, A= Agree, SA= Strongly Agree. Responses were analyzed using SPSS, focusing on means and standard deviations as shown in the table below. To interpret the mean, the following mean ranges along with their descriptions were applied;

Table 7 Mean Interpretation

#	Mean Range	Response Mode	Interpretation
5	4.21-5.00	Strongly agree	Very satisfactory
4	3.41-4.20	Agree	Satisfactory
3	2.61-3.40	Not sure	Fairly satisfactory
2	1.81-2.60	Disagree	Unsatisfactory
1	1.00-1.80	Strongly disagree	Very unsatisfactory

Source: Researcher, 2025

Table 8 Descriptive Statistics on Financial Resource Allocation of Buruj Project

Statement	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Std.D	Interpretation
Adequate budget strategy is set aside for carrying out the project activities	13 (9.6%)	21 (15.6%)	10 (7.4%)	64 (47.4%)	27 (20%)	3.53	1.245	Satisfactory
Funds-are forecasted strategy before-their commitment to activities	15 (11.1%)	26 (19.3%)	11 (8.1%)	50 (37%)	33 (24.4%)	3.44	1.342	Satisfactory
The availability strategy to carry out activities	6 (4.4%)	19 (14.1%)	10 (7.4%)	63 (46.7%)	37 (27.4%)	3.79	1.129	Satisfactory

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There are different sources of funds strategy-to finance-activities	11 (8.1%)	2 (1.5%)	7 (5.2%)	76 (56.3%)	39 (28.9%)	3.96	1.068	Satisfactory
There are different sources of funds strategy to finance activities	7 (5.2%)	19 (14.1%)	12 (8.9%)	66 (48.9%)	31 (23%)	3.70	1.127	Satisfactory
Average						**3.68**	**1.241**	**Satisfactory**

Source: Primary Data, 2025

From the data presented in table above, the empirical findings indicate that the financial resource allocation strategies provided by Buruj real estate and development in Mogadishu, Somalia, have been evaluated as satisfactory, with a mean score of 3.68 and a standard deviation of 1.241, which suggests a relatively positive reception among users and encompasses various critical aspects of service delivery and user experience that are noteworthy. 64(47.4%) and 27(20%) of respondents, agreed and strongly agreed respectively that adequate budget is set aside for carrying out the project activities of Buruj real estate and development; implying that adequate budget is set aside for carrying out the project activities of Buruj real estate development . On the other hand, 21(15.6%) disagreed and 13(9.6%) strongly disagreed with 10(7.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.53 and standard deviation of 1.245 which indicates some variability in the responses. Although majority of respondents feel adequate budget is set aside for carrying out the project activities of Buruj real estate development , a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus adequate budget is set aside for carrying out the project activities of Buruj real estate. 50(37%) and 33(24.4%) of respondents, agreed and strongly agreed respectively that funds are forecasted before their commitment into Buruj real estate's activities; implying that funds are forecasted before their commitment into Buruj real estate's activities.

Nevertheless, 26(19.3%) disagreed and 15(11.1%) strongly disagreed with 11(8.1%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.44 and standard deviation of 1.342 which indicates some variability in the responses. Although majority of respondents feel funds are forecasted before their commitment into Buruj C&R Estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus funds are forecasted before their commitment into Buruj real estate's activities. Also, the findings indicated that 63(46.7%) and 37(27.4%) of respondents, agreed and strongly agreed respectively that the funds are available to carry out Buruj real estate's activities; implying that the funds are available to carry out Buruj real estate's development activities. Nonetheless, 19(14.1%) disagreed and 6(4.4%) strongly disagreed with 10(7.4%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.79 and standard deviation of 1.129 which indicates some variability in the responses. Although majority of respondents feel the funds are available to carry out Buruj real estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus the funds are available to carry out Buruj real estate's activities.

Similarly, the findings indicated that 76(56.3%) and 39(28.9%) of respondents, agreed and strongly agreed respectively that there are different sources of funds to finance Buruj real estate's activities; implying that there are different sources of funds to finance Buruj real estate's activities. However, 2(1.5%) disagreed and 11(8.1%) strongly disagreed with 7(5.2%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.96 and standard deviation of 1.068 which indicates some variability in the responses. Although majority of respondents feel there are different sources of funds to finance Buruj real estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus there are different sources of funds to finance Buruj real estate's activities.

Moreover, 66(48.9%) and 31(23%) of respondents, agreed and strongly agreed respectively the allocated funds are utilized prudently in performing Buruj real estate's activities; implying that the allocated funds are utilized prudently in performing Buruj real estate's activities. Nonetheless, 19(14.1%) disagreed and 7(5.2%) strongly disagreed with 12(8.9%) remaining neutral, which indicates a mixed level of confidence. This was rated satisfactory with mean score of 3.70 and standard deviation of 1.127 which indicates some variability in the responses. Although majority of respondents feel the allocated funds are utilized prudently in performing Buruj real estate's activities, a significant portion is either unsure or lacks confidence, indicating an area for further support. Thus the allocated funds are utilized prudently in performing Buruj real estate's activitie.

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Table 9 Regression Results on Financial Resource Allocation Strategies on the Project Outcomes of Buruj Real Estate Development In Mogadishu, Somalia.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.501[a]	.251	.245	3.36634
A Predictors: (Constant), Financial resource allocation strategies				

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	505.000	1	505.000	44.563	.000[b]
	Residual	1507.192	133	11.332		
	Total	2012.193	134			
A Dependent Variable: Project outcomes						
B Predictors: (Constant), Financial resource allocation						

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.837	1.372		6.439	.000
	Financial Resource Allocation	.486	.073	.501	6.676	.000
A Dependent Variable: Project outcomes.						

The ANOVA table above indicated that financial resource allocation significantly affects the project outcomes of Buruj real estate development in Mogadishu, Somalia and this was indicated by the F-value = 44.563 and Sig value=.000, since the sig. value (0.000) was less than 0.05 level of significance required to declare a significant effect. This implies that financial resource allocation significantly affects the project outcomes of Buruj real estate development in Mogadishu, Somalia.

The coefficients table indicated that financial resource allocation significantly affects the project outcomes of Buruj real estate development in Mogadishu, Somalia ($\beta = 0.501$, Sig = 0.000). Thus indicating that unit increase of financial resource allocation affect significantly the project outcomes of Buruj real estate development in Mogadishu, Somalia. Therefore, there is a positive significant effect of financial resource allocation on the project outcomes of Buruj real estate development in Mogadishu, Somalia. Thus the null hypothesis is rejected and the alternative accepted.

V. DISCUSSIONS, CONCLUSION AND RECOMMENDATION

➢ *Discussions*

Financial resource allocation strategies has a significant effects on the project outcomes of Buruj real estate development in Mogadishu, Somalia, this also implied that financial resource allocation improve the level of the project outcomes of Buruj real estate development in Mogadishu, Somalia. The findings align with the RBV theory which states that a firm's resources and capabilities are the primary drivers of its competitive advantage and superior outcomes (Bals & Rosca, 2022). The study findings further agrees with Aradukunda and Sikubwabo (2024) who indicated that there is a significance relationship between financial resources allocation strategies and management and City of Kigali's project outcomes which also found that holding all the financial resources allocation strategies to a constant zero, project outcome of Kigali City will be 30.6 percent, a unit increase in the use of financial resource allocation strategies will lead to a 0.731% improvement in project outcomes in Kigali City, the use of financial resource allocation will lead to a 1% improvement in project outcomes in Kigali City. The study's regression analysis highlighted the significant influence of financial resource allocation on project outcomes in Kigali City, with financial resource allocation having the greatest impact followed by financial resource control. The results indicate that maintaining expertise in financial resources allocation is crucial for enhancing organizational outcomes at the public entity Kigali City, as shown by the statistical significance of all factors examined at a 95% confidence level. However, this study looked at financial resource allocation, the focus of the present study is on financial resource allocation.

This study finding agrees with Grakhov, Noring and Ribeiro (2023) who revealed that effective financial resource allocation influences project outcomes by ensuring optimal fund utilization, cost control, and outcomes evaluation, crucial for the success and sustainability of infrastructural projects. Moreover, monitoring funds strategically throughout the project's lifespan is critical for achieving goals, with project outcomes gauged through indicators like cost control, adherence to timelines, delivery quality, and overall outcomes. Effective funds allocation is crucial for optimal allocation and efficient use of resources in infrastructure projects, helping to monitor expenses, detect budget discrepancies, and implement corrective actions to mitigate financial risks.

This study finding agrees with Yang, Alajmi and Mustafa (2023) who indicated that proper financial allocation in Shenzhen led to significant improvements in the outcome of infrastructure and quality of life, attracting investments and driving economic growth. The study concluded that adequate financial allocation strategy has allowed Shenzhen to undertake numerous large-scale projects, including the development of a modern transportation network. Adequate financial allocation strategies positively impacts infrastructural project outcomes by ensuring timely completion, quality materials, economic growth, and

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improved quality of life in Shenzhen City, China.

➢ *General Conclusion:*

The study concludes that financial resource allocation strategies has a positive significant effects on the project outcomes.

➢ *General Recommendation*

Project development and real estate companies or organizations to develop project activities and task financial allocation policy guideline to facilitate seamless access to necessary financial resources required at each phase of the project implementation. Real estate and development organizations should integrate Financial Resource Planning Strategies (FRPS) into the material resources management strategies to optimize the material resources necessary for the operations of project activities schedules to facilitate continuity and sustainability of the planned project activities.

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