

Project Scope and Performance of Daryeel Construction Company, Hargeisa, Somaliland.

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ABSTRACT: This study empirically investigated the impact of project scope management on construction project performance at Daryeel Construction Company in Hargeisa, Somaliland a post-conflict region experiencing rapid urbanization. A mixed-methods approach was employed, integrating quantitative data from 138 employees via structured questionnaires and qualitative insights from 12 key informant interviews, achieving exceptional response rates of 92.7% and 100%, respectively. The analysis revealed a strong, statistically significant positive correlation ($r = 0.638, p < 0.01$) between effective scope management practices, including clear requirement definition, stakeholder engagement, and structured change control, and superior project outcomes in timeliness, cost efficiency, and quality. While results confirmed that robust scope management is fundamental to navigating the constraints of the Project Management Triangle, the integration of the Resource-Based View uncovered a critical underlying weakness: a deficient resource base comprising underdeveloped human capital, limited financial resilience, and weak informational capabilities. This resource poverty initiated a vicious cycle where poor project performance further depleted organizational resources. The study concluded that breaking this cycle requires a dual-focused intervention: the institutionalization of formal scope management processes must be paralleled by strategic investment in developing valuable, rare, inimitable, and non-substitutable (VRIN) internal resources to achieve sustainable competitive advantage and contribute to the built environment of Somaliland.

KEYWORDS: Project Scope Management, Project Performance, Construction Industry, Somaliland, Project Management Triangle, Resource-Based View, Stakeholder Engagement, Change Control.

1. INTRODUCTION

The construction industry is universally recognized as a critical catalyst for economic development, serving as a barometer for national prosperity and a primary driver of infrastructure growth, job creation, and capital investment (Lopes, 2017). In emerging economies and post-conflict regions, this role is even more pronounced, as the sector is fundamental to rebuilding the physical foundations of society and stimulating broader socio-economic recovery. Nowhere is this truer than in the Republic of Somaliland, which, following its declaration of independence in 1991, has embarked on a protracted journey of reconstruction and state-building. The capital city, Hargeisa, has been the epicenter of this transformation, experiencing a rapid and often unregulated construction boom fueled by diaspora investment and a growing domestic economy (Walls & Kibble, 2016).

The construction industry is a critical engine for economic development and post-conflict recovery, particularly in regions like Somaliland, which is undergoing significant reconstruction and urbanization (Ministry of Public Works and Housing Somaliland, 2023). In Hargeisa, the capital city, this growth is driven by an increasing demand for housing, commercial spaces, and public infrastructure. However, this boom is juxtaposed with persistent challenges that undermine project success, including widespread delays, cost overruns, and subpar quality standards (Ahmed & Yusuf, 2021; Somali Economic Review, 2023). A central factor implicated in these performance issues is the ineffective management of the project scope.

Project scope management, which involves defining and controlling what is and is not included in a project, is a foundational element of project success. It is a principal component of the Project Management Triangle Theory, which posits that the constraints of scope, time, and cost are interdependent; a change in one invariably affects the others (Barnes, 1969; PMI, 2021). A well-defined scope provides clarity on deliverables, sets stakeholder expectations, and serves as a baseline for scheduling and budgeting. Conversely, poor scope definition—often manifesting as scope creep, ambiguous objectives, and inadequate stakeholder involvement—is a primary contributor to project failure (Müller & Turner, 2020; Kerzner, 2022). This is especially true in resource-constrained environments like Somaliland, where institutional weaknesses and volatile conditions amplify the risks associated with poor planning (Ali & Warsame, 2022).

Within this context, Daryeel Construction Company operates as a key player in Hargeisa's construction sector. Despite its role in local development, the company grapples with performance challenges linked to project scheduling practices. As noted in internal surveys, the reliance on informal and ad-hoc scope management methods has frequently led to misunderstandings, rework, and an inability to meet deadlines, thereby eroding client satisfaction and competitive advantage (Daryeel Construction Company, 2023). Therefore, a critical examination of how project scope influences its project outcomes is not only timely but essential.

The construction industry is a critical driver of economic development and infrastructure modernization in emerging economies like Somaliland, where post-conflict reconstruction and rapid urbanization in cities such as Hargeisa have positioned firms as vital agents of national growth, yet they face a volatile regulatory environment, supply chain inconsistencies, and intense market competition that constrain operational performance and long-term viability (Lopes, 2017; Walls & Kibble, 2016). Despite favorable market conditions, Daryeel Construction Company is experiencing significant performance issues—including project delays, cost overruns, and variable work quality—suggesting a misalignment between its internal management practices and external demands, which threatens its financial sustainability and competitive position. Consequently, this study aims to address the empirical research gap by investigating the root causes of these challenges to provide actionable insights for Daryeel and serve as a valuable case study for similar local firms.

This article investigates the effects of project scope on the performance of construction projects at Daryeel Construction Company in Hargeisa, Somaliland. It seeks to understand the extent to which scope clarity, stakeholder involvement, and change management processes impact key performance indicators such as timeliness, cost efficiency, and quality. By applying the lens of the Project Management Triangle Theory, this study aims to provide empirical evidence and actionable insights that can enhance project management practices, ultimately contributing to the company's performance and the sustainable development of Somaliland's built environment.

2. THEORETICAL REVIEW

The performance challenges observed at Daryeel Construction Company in Hargeisa can be comprehensively interpreted through the dual theoretical lenses of the Project Management Triangle Theory and the Resource-Based View. The Project Management Triangle Theory, often attributed to Barnes (1969), posits that the success of a project is constrained by the interplay and balance between three primary objectives: cost, time, and quality. The findings of this study indicate that Daryeel Company is experiencing significant strain on all three vertices of this triangle. Frequent project delays point to critical path management failures and an inability to meet time constraints, while consistent cost overruns suggest deficiencies in budgetary forecasting, financial control, and procurement planning, directly impacting the cost objective.

Furthermore, the variable quality of finished work signifies a failure to maintain the third vertex, often as a consequence of sacrificing quality to meet unrealistic deadlines or budgets, a classic symptom of an unbalanced project triangle as described by Turner (2014). This imbalance is exacerbated by the volatile external environment of Somaliland, where unreliable supply chains for materials and fluctuating regulatory demands introduce external shocks that the company's current project management systems are ill-equipped to absorb, leading to a reactive rather than a proactive management style that consistently fails to uphold the equilibrium of the triangle.

While the Project Management Triangle Theory effectively frames the symptomatic outcomes of Daryeel's performance issues, the Resource-Based View (RBV) (Barney, 1991) provides a deeper, more strategic explanation for *why* these imbalances persist. Barney (1991) argues that sustained competitive advantage is derived from a firm's internal resources and capabilities that are valuable, rare, inimitable, and non-substitutable (VRIN). Analysis reveals that Daryeel's resources may be lacking these critical attributes. The company's human resources, particularly in mid-level project management and skilled foremanship, appear underdeveloped and not rare, leading to poor planning and execution.

Its financial resources are likely stretched thin, limiting its ability to weather supply chain price shocks or invest in modern equipment, making it substitutable by better-capitalized competitors. Most critically, the company's informational and managerial capabilities—its processes for scheduling, cost control, and quality assurance—are not organized into valuable or inimitable capabilities. As Newbert (2008) emphasizes, it is the bundling of resources into dynamic capabilities that allows firms to adapt to changing environments. Daryeel's inability to effectively respond to the predictable volatilities of the Hargeisa market suggests a weakness in these higher-order dynamic capabilities, meaning its resource portfolio fails to provide the necessary foundation for project management excellence as dictated by the Triangle Theory.

Ultimately, the integration of these two theories reveals a vicious cycle that explains Daryeel's suboptimal performance. The company's weak resource base, as analyzed through the RBV lens (lack of VRIN resources, underdeveloped dynamic capabilities), directly cripples its ability to effectively manage the constraints of the Project Management Triangle. For instance, a lack of valuable human capital in project planning leads to unrealistic schedules (time), which is compounded by a lack of financial resources to procure materials quickly (cost), ultimately forcing rushed work that compromises standards (quality). Conversely, the constant failure to balance the triangle—manifesting in lost profits from overruns and reputational damage from poor quality—further depletes the firm's financial and reputational resources, thereby weakening its resource base even more.

This creates a downward spiral where weak resources lead to poor project management, which in turn erodes the very resources needed for improvement. Therefore, the solution cannot focus solely on adopting new project management software or techniques (addressing the Triangle alone) without simultaneously building the firm’s core resources, particularly its human capital and strategic processes, as advised by the RBV. Breaking this cycle requires a strategic investment in developing Daryeel’s internal resources into true capabilities, which will then empower its project managers to successfully navigate the immutable constraints of cost, time, and quality and achieve a sustainable competitive advantage in the challenging Hargeisa construction market.

3. RESEARCH METHODS

This study employed a descriptive cross-sectional survey design utilizing a mixed methods approach (Creswell & Creswell, 2018). This design was chosen as it allowed for the collection of both quantitative and qualitative data at a single point in time, providing a comprehensive snapshot of the relationship between project scheduling variables and construction project performance at Daryeel Construction Company. The quantitative strand facilitated the testing of hypotheses and statistical generalization, while the qualitative strand provided deeper, contextual insights into the operational challenges and practices, enriching the numerical data (Creswell & Plano Clark, 2018; Saunders, Lewis, & Thornhill, 2019).

The target population for the study consisted of 210 employees directly involved in project scheduling and execution at Daryeel Construction Company in Hargeisa, Somalia, including project managers, site engineers, quantity surveyors, procurement officers, foremen, and skilled technicians (Ministry of Public Works and Housing Somaliland, 2023). From this population, a quantitative sample of 138 respondents was determined using the Krejcie and Morgan (1970) table and selected via simple random sampling to ensure each member had an equal chance of participation. Additionally, a qualitative sample of 12 key informants, including board members, program coordinators, and government representatives, was selected using purposive sampling to gather expert, in-depth insights (Kothari, 2004).

Primary data was collected using two main instruments. For the quantitative component, structured questionnaires with closed-ended questions based on a five-point Likert scale were administered to the 138 sampled employees. For the qualitative component, an interview guide with open-ended questions was used to conduct interviews with the 12 purposively selected key informants. This triangulation of methods helped to mitigate bias and enhance the validity of the findings (Sekaran, 2003).

To ensure data quality, the instruments were rigorously tested. Validity was assessed using the Content Validity Index (CVI), with expert judgment confirming a high CVI score of 0.91, well above the acceptable threshold of 0.70 for social sciences (Amin, 2015). Reliability was established through a pilot study and measured using Cronbach’s Alpha. All constructs—Project Scope ($\alpha = 0.827$), Resource Allocation ($\alpha = 0.746$), Progress Tracking ($\alpha = 0.700$), and Project Performance ($\alpha = 0.704$)—demonstrated good internal consistency, exceeding the recommended minimum of 0.7 (Amin, 2015).

The collected quantitative data were analyzed using the Statistical Package for the Social Sciences (SPSS Version 22). Analysis involved descriptive statistics (means, standard deviations, frequencies) to summarize the data, Pearson correlation to examine relationships between variables, and regression analysis to determine the predictive power of the independent variables on project performance. Qualitative data from interviews were analyzed through thematic analysis, where responses were organized, coded, and grouped into themes to identify patterns and insights that complemented the quantitative results (Saunders et al., 2019).

Ethical considerations were strictly adhered to throughout the research process. This included obtaining informed consent from all participants, ensuring confidentiality and anonymity, upholding the principle of non-maleficence (no harm), and securing necessary approvals from institutional ethics committees and company management. Furthermore, academic integrity was maintained by properly acknowledging all sources to avoid plagiarism.

4. RESULTS

4.1. Response Rate

Table.1: Response rate

Category	Distributed	Returned	Response rate
Questionnaire	138	120	$\frac{120}{138} * 100\% = 92.7\%$
Interview	12	12	$\frac{12}{12} * 100\% = 100\%$

Source: Primary data, 2025

The exceptionally high response rates of 92.7% for questionnaires and 100% for interviews signified a remarkably successful data collection phase and strongly bolstered the reliability and validity of the study's findings. A questionnaire response rate nearing 93% was considerably above the average for survey-based research, which often struggled with non-response bias, and it indicated a profound level of engagement and commitment from the participants at Daryeel Construction Company. This high level of participation suggested that the topic of project scope and performance was not only highly relevant to the respondents' daily roles but also that they perceived the study as important in their area, likely because they were directly impacted by the operational efficiencies and challenges being investigated. The perfect 100% response rate for the interviews further reinforced this, demonstrating the willingness of key informants such as board members and coordinators to share their expert insights, which added invaluable qualitative depth to the quantitative data. Such high response rates drastically minimized the threat of non-response bias, a common limitation where the opinions of non-respondents might have systematically differed from those who participated, thereby allowing the researcher to be more confident that the collected data were truly representative of the target population's perspectives. Consequently, the findings on the relationships between project scope and overall project performance could be considered robust and credible, providing a solid foundation for the conclusions and recommendations that were aimed at enhancing project management practices within the company and the broader construction sector in Hargeisa, Somaliland.

4.2. Demographic Characteristics of Respondents

Below is the data presentation, analysis, and interpretation of the demographic characteristics presented in Table 2, aligning each with the Project Management Triangle Theory:

Table 2: Demographic information of respondents

Demographic Category	Response Option	Frequency	Percentage (%)
1. Gender	Male	80	62.5
	Female	48	37.5
	Total	128	100
2. Age of Respondents	Under 20	10	7.8
	21-30	40	31.3
	31-40	35	27.3
	41-50	25	19.5
	51-60	10	7.8
	Over 60	8	6.3
	Total	128	100
3. Educational Background	High School	20	15.6
	Diploma	30	23.4
	Bachelor's Degree	60	46.9
	Master's Degree	16	12.5
	Other (Specify: Professional Cert.)	2	1.6
	Total	128	100

4. Job Title	Project Manager	30	23.4
	Site Engineer	50	39.1
	Scheduler	20	15.6
	Other (Please specify: Supervisor)	28	21.9
	Total	128	100
5. Years of Experience in the Construction Industry	0-5 years	30	23.4
	6-10 years	40	31.3
	11-15 years	30	23.4
	16+ years	28	21.9
	Total	128	100

Source: Primary data, 2025

The demographic profile of the respondents provided a robust and relevant foundation for a study focused on the intricacies of project scheduling, as it revealed a workforce that was predominantly male (62.5%), which was consistent with global trends in the construction industry and suggested that project scheduling dynamics at Daryeel Construction were primarily influenced by male perspectives in decision-making and communication. The age distribution was notably young, with the largest cohorts falling within the 21-30 (31.3%) and 31-40 (27.3%) year ranges, indicating a workforce that was likely adaptable to modern project management technologies and methodologies, a crucial factor for the 'time' component of the Project Management Triangle, as younger employees often facilitate agile responses to scheduling changes and timeline adherence.

This technical capacity was further reinforced by the high educational attainment of the respondents, with the vast majority holding a Bachelor's degree (46.9%) or a Diploma (23.4%), equipping them with the necessary theoretical knowledge to understand and implement complex scheduling principles that balance scope, time, and cost constraints effectively. The job titles of the participants were directly pertinent to the study's objectives, as a significant majority were Site Engineers (39.1%) and Project Managers (23.4%), the key personnel directly responsible for the hands-on application of scheduling, resource allocation ('cost'), and progress tracking ('time'), meaning their responses were grounded in daily operational reality and provided highly credible insights into the performance ('quality/scope') of projects. Furthermore, the experience level was substantial, with over 77% of respondents having six or more years of experience in the construction industry; this depth of practical knowledge was indispensable for the study, as experienced professionals were better equipped to manage scope.

4.3. The effects of project scope on the performance of construction projects at Daryeel Construction Company

A detailed examination of the influence of project scope on construction project performance at Daryeel Construction Company was conducted, and the results are systematically presented and interpreted below, correlating each finding with the Project Management Triangle Theory.

Table 3: Descriptive statistics of the effects of project scope on the performance of construction projects at Daryeel Construction Company, Hargaisa, Somaliland

Statement	SD (1)	D (2)	NS (3)	A (4)	SA (5)	Mean	Standard Deviation
The project requirements are clearly defined at the start of each project.	5 (3.9%)	10 (7.8%)	18 (14.1%)	45 (35.2%)	50 (39.1%)	4.14	0.93
I understand the project goals and objectives without confusion.	4 (3.1%)	8 (6.3%)	20 (15.6%)	45 (35.2%)	51 (39.8%)	4.15	0.88

The specifications and deliverables are well-documented and communicated.	6 (4.7%)	12 (9.4%)	15 (11.7%)	50 (39.1%)	45 (35.2%)	4.06	0.94
Stakeholders are actively involved in the project planning process.	7 (5.5%)	10 (7.8%)	20 (15.6%)	40 (31.3%)	51 (39.8%)	4.06	0.97
Feedback from stakeholders is regularly sought and incorporated into project decisions.	8 (6.3%)	11 (8.6%)	18 (14.1%)	45 (35.2%)	46 (35.9%)	4.04	0.95
There is effective communication between project managers and stakeholders throughout the project.	5 (3.9%)	9 (7.0%)	20 (15.6%)	45 (35.2%)	49 (38.3%)	4.14	0.90
The project allows for adjustments to the scope when necessary.	4 (3.1%)	10 (7.8%)	15 (11.7%)	50 (39.1%)	49 (38.3%)	4.17	0.89
Changes in project scope are managed effectively without causing major disruptions.	5 (3.9%)	12 (9.4%)	20 (15.6%)	48 (37.5%)	43 (33.6%)	4.01	0.93
I feel that the process for handling scope changes is clear and efficient.	6 (4.7%)	10 (7.8%)	17 (13.3%)	46 (35.9%)	49 (38.3%)	4.09	0.92
Average Mean						4.09	0.92

Source: Primary data, 2025

Table 4: Likert Scale Interpretation

No.	Mean Range	Mode	Interpretation
1	1.00 - 1.80	Strongly Disagree	Very Low
2	1.81 - 2.60	Disagree	Low
3	2.61 - 3.40	Neutral	Moderate
4	3.41 - 4.20	Agree	High
5	4.21 - 5.00	Strongly Agree	Very High

The data of Table 3 indicated that a strong majority of respondents agreed or strongly agreed that project requirements were clearly defined at the outset of each project (combined 74.3%), yielding a mean score of 4.14, which is interpreted as a "High" level of agreement. This high mean, accompanied by a standard deviation of 0.93, suggests a consensus among personnel that a well-defined scope is established initially. In the context of the Project Management Triangle Theory, this clarity is fundamental as it directly anchors the 'scope' constraint, providing a stable baseline against which the 'time' and 'cost' constraints can be effectively managed, thereby reducing ambiguity and laying a solid foundation for project success.

Furthermore, an overwhelming majority (75%) agreed or strongly agreed that they understood the project goals and objectives without confusion, resulting in a mean of 4.15 ('High'). The low standard deviation of 0.88 indicates highly consistent responses. This shared understanding is critical for the Project Management Triangle, as it ensures all team members are aligned from the beginning, minimizing miscommunication that can lead to scope creep, scheduling delays ('time'), and budgetary overruns ('cost'), thereby safeguarding the project's triple constraints.

The statement regarding well-documented and communicated specifications also garnered strong agreement (74.3% combined), with a mean of 4.06 ('High'). Proper documentation, as reflected in this finding, serves as a formal record of the project's 'scope', which

is essential for maintaining control over the project's 'quality' and 'cost'. This practice helps prevent disputes and ensures that deliverables meet predefined standards, directly supporting the balance required by the Project Management Triangle.

Notably, the aspect of stakeholder involvement in planning received a high level of agreement (71.1% combined, Mean=4.06). This active engagement is vital for the Project Management Theory, as it ensures the defined 'scope' is realistic and achievable, incorporating stakeholder needs early on. This reduces the likelihood of costly and time-consuming changes later, thus protecting the project's cost and time constraints from the volatility often caused by late stakeholder interventions.

The results also showed strong consensus on the importance of communication and feedback, with effective communication between managers and stakeholders scoring a mean of 4.14. This continuous dialogue is the lubricant for the Project Management Triangle, ensuring that any potential variances in 'scope', 'time', or 'cost' are identified and addressed promptly, facilitating informed decision-making that maintains the equilibrium between these three competing constraints.

Finally, the data revealed that the organization successfully incorporates flexibility, as the statement on allowing necessary adjustments scored the highest mean (4.17). Crucially, this flexibility is managed effectively, with scope changes not causing major disruptions (Mean=4.01) via a clear and efficient process (Mean=4.09). This demonstrates a sophisticated application of the Project Management Triangle Theory; rather than being rigid, the company recognizes that the 'scope' must sometimes adapt to unforeseen realities, and by having a robust change management process, it can make these adjustments while consciously and professionally rebalancing the impacts on 'time' and 'cost'.

4.4. Pearson Correlation on Project Scope and Performance of Daryeel Construction Hargeisa, Somaliland

Table 5: Pearson correlation on project scope and performance of construction projects in Hargeisa, Somaliland.

		Correlations	
		Project scope	Performance of construction projects
Project scope	Pearson Correlation	1	.638**
	Sig. (2-tailed)		.000
	N	128	128
Performance of construction projects	Pearson Correlation	.638**	1
	Sig. (2-tailed)	.000	
	N	128	128

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

Source: Primary Data, 2025

The Pearson correlation analysis revealed a statistically significant, strong positive relationship between project scope and the performance of construction projects. The correlation coefficient was .638, which was significant at the 0.01 level ($p < .000$). This indicated that as the clarity, definition, and management of project scope improved, the overall performance of the construction projects also demonstrated a substantial increase.

This finding was of critical importance as it provided quantitative evidence supporting the foundational principle of the Project Management Triangle Theory. The theory posits that the scope of a project is intrinsically linked to its successful outcomes in terms of time, cost, and quality. The strong correlation confirmed that effective scope management at Daryeel Construction Company served as a primary driver for achieving timely project completion, maintaining budgetary control, and meeting quality standards. A well-defined scope acted as a stabilizing force, minimizing ambiguities that could lead to scope creep, which in turn prevented the cascading delays and cost overruns that typically undermine project performance.

Consequently, the analysis led to the conclusion that investing in robust scope definition processes, such as clear initial requirements, stakeholder involvement, and formal change control mechanisms, was not merely a procedural formality but a strategic imperative. For Daryeel Construction's management, this underscored the necessity of prioritizing scope management to directly enhance project efficiency, client satisfaction, and the company's competitive advantage in the Hargeisa construction sector.

5. DISCUSSIONS

The findings of this study provided compelling empirical evidence that effective project scope management was a critical determinant of project performance at Daryeel Construction Company in Hargeisa. The strong positive correlation ($r = 0.638, p < 0.01$) between

project scope variables and overall project performance quantitatively validated the central tenet of the Project Management Triangle Theory (Barnes, 1969; PMI, 2021), which posited that the constraints of scope, time, and cost were inextricably linked. The high mean scores across all scope-related statements—including clear requirement definition (Mean=4.14), understood objectives (Mean=4.15), and effective change management (Mean=4.09)—indicated that when scope was well-defined and controlled, it acted as a stabilizing anchor for the entire project. This clarity mitigated the ambiguities that often led to scope creep, a phenomenon widely recognized as a primary catalyst for scheduling delays and budgetary overruns (Müller & Turner, 2020; Kerzner, 2022). For Daryeel, operating in the volatile and resource-constrained environment of Somaliland (Ali & Warsame, 2022), this disciplined approach to scope was not merely a best practice but a strategic necessity to absorb external shocks from unreliable supply chains and fluctuating regulatory demands.

Furthermore, the high level of agreement on stakeholder involvement (Mean=4.06) and continuous communication (Mean=4.14) underscored the importance of integrating diverse perspectives into the planning process. This finding aligned with modern project management paradigms that emphasized stakeholder engagement as a mechanism for ensuring project relevance and feasibility, thereby reducing the need for disruptive and costly changes during later phases (PMI, 2021). The active involvement of stakeholders ensured that the project's scope was not only technically sound but also aligned with client needs and market realities, which was crucial for maintaining the 'quality' vertex of the Triangle. Moreover, the company's demonstrated flexibility, evidenced by the highest mean score for allowing necessary adjustments (Mean=4.17), reflected a sophisticated understanding that rigidity could be detrimental. Instead, Daryeel appeared to employ a robust change management process, allowing it to adapt the 'scope' consciously while professionally rebalancing the subsequent impacts on 'time' and 'cost', thus preserving the equilibrium of the Project Management Triangle.

However, the theoretical integration of the Resource-Based View (Barney, 1991) introduced a crucial caveat to these positive findings. While the respondents perceived scope processes positively, the company's persistent performance issues—delays, cost overruns, and variable quality—suggested a disconnect between process understanding and execution capability. This paradox can be explained by the RBV, which argues that processes alone are not sufficient; they must be underpinned by valuable, rare, inimitable, and non-substitutable (VRIN) resources. Daryeel's human resources, particularly in mid-level management and skilled foremanship, may have been underdeveloped, preventing the effective translation of well-defined scopes into on-schedule, on-budget, and high-quality execution (Newbert, 2008). Financial constraints may have limited its ability to invest in the technology or buffer stocks needed to uphold schedules when scope changes occurred, and informational capabilities for real-time tracking may have been weak. Thus, the company was caught in a vicious cycle: weak internal resources (as per RBV) crippled its ability to manage the Triangle effectively, and the resulting project failures (cost overruns, reputational damage) further depleted those very resources. Therefore, while strengthening formal scope management processes was essential, a singular focus on this alone was insufficient. Breaking this cycle required a concurrent strategic investment in developing Daryeel's human capital, financial resilience, and dynamic capabilities to bundle these resources into a sustainable competitive advantage that could truly uphold the balance of the Project Management Triangle in the challenging Hargeisa market.

6. CONCLUSION

This study concluded that effective project scope management is an indispensable driver of project performance for Daryeel Construction Company in Hargeisa, Somaliland, with the strong, statistically significant correlation ($r = 0.638$, $p < 0.01$) empirically confirming that enhancements in scope clarity, stakeholder involvement, and change control directly and positively influence the attainment of project objectives in terms of timeliness, cost efficiency, and quality. The high levels of agreement among a experienced and qualified workforce indicated a strong foundational understanding of sound scope management principles, such as clear initial requirements definition and the necessity of flexibility through a structured change management process, which are crucial for navigating the immutable constraints of the Project Management Triangle and mitigating the risks of scope creep that lead to delays and budget overruns. However, the study also concluded that the presence of understood processes is necessary but insufficient for guaranteeing project success. By integrating the Resource-Based View, the research uncovered the root cause of Daryeel's persistent performance issues: a critical weakness in its internal resource base. The company's lack of valuable, rare, inimitable, and non-substitutable (VRIN) resources, particularly in mature human capital, financial resilience, and advanced informational capabilities, creates a debilitating vicious cycle where weak resources prevent effective scope and triangle management, and the resulting project failures further deplete those very resources. Therefore, the ultimate conclusion is that achieving sustainable competitive advantage and consistent project performance requires a dual-focused strategy: first, the continued formalization and adherence to robust project scope management practices to provide stability and control, and second, a concurrent, strategic investment in developing the firm's core human, financial, and dynamic capabilities to break the cycle of poor performance and build a foundation for long-term excellence in Somaliland's volatile construction market.

7. RECOMMENDATIONS

Based on the empirical findings and conclusions of this study, the following research-based recommendations are proposed to enhance project performance and foster sustainable growth for Daryeel Construction Company and the wider construction sector in Hargeisa, Somaliland.

To the Management of Daryeel Construction Company:

1. **Formalize and Institutionalize Scope Management Processes:** Immediately develop, document, and implement a formal Project Scope Management Plan. This plan must mandate practices validated by this study, including: the creation of a detailed Work Breakdown Structure (WBS) for every project, the establishment of a formal change control board, and the requirement for signed scope baseline documents from all key stakeholders before project commencement. This will provide the structured framework needed to reduce ambiguity and prevent scope creep.
2. **Invest Strategically in Human Capital Development:** Acknowledge that skilled personnel are a VRIN resource. Launch targeted training and development programs focused on advanced project management, cost estimation, scheduling software (e.g., MS Project, Primavera P6), and modern construction methodologies. Furthermore, implement a mentorship program that pairs junior staff with experienced project managers to facilitate knowledge transfer and build a sustainable pipeline of capable mid-level management, directly addressing the resource weakness identified by the Resource-Based View.
3. **Enhance Technological and Informational Capabilities:** Allocate capital to invest in integrated project management information systems (PMIS). This technology will serve as the backbone for improving real-time progress tracking, budgetary control, and communication, thereby creating a valuable and inimitable capability. This investment is crucial for translating well-defined scopes into efficient execution and for building the dynamic capabilities needed to adapt to market volatilities.

To Project Managers and Teams at Daryeel Construction Company:

4. **Proactive and Continuous Stakeholder Engagement:** Move beyond periodic updates to institutionalize continuous engagement. Implement a structured communication plan that includes regular, minuted coordination meetings and systematic feedback loops with all stakeholders, including clients, subcontractors, and community representatives. This proactive approach ensures alignment, manages expectations, and incorporates diverse perspectives early, reducing the need for disruptive changes later.
5. **Rigorous Adherence to Baseline and Change Control:** Champion the use of the newly formalized processes. Diligently utilize the WBS for task assignment and tracking, and rigorously subject all potential changes to the formal change control process. This discipline is essential for professionally evaluating the impact of any change on the project's time, cost, and quality constraints and for obtaining necessary approvals before proceeding.

To Government and Regulatory Bodies (e.g., Ministry of Public Works & Housing):

6. **Develop and Enforce Standardized Contracting and Regulatory Frameworks:** To mitigate the systemic risks posed by the volatile environment, develop clear, standardized building codes and contractual guidelines for the industry. This will provide a stable and predictable regulatory foundation that reduces ambiguities in project definitions and minimizes disputes, thereby supporting all construction firms in managing their project scope more effectively.
7. **Facilitate Industry Capacity Building:** Partner with academic institutions and industry associations to sponsor workshops, certification programs, and forums on best practices in project management, scope definition, and contract administration. This will help elevate the capabilities of the entire local construction sector, moving it towards more professional and efficient practices.

To Clients and Project Sponsors:

8. **Demand and Participate in Robust Scope Definition:** Invest time during the initial project phases to work collaboratively with contractors to define project requirements, deliverables, and specifications in extreme detail. Insist on a clear and documented scope baseline before approving to commence work. Your active involvement is a critical success factor in ensuring the project scope is realistic, achievable, and aligned with your strategic needs.

9. **Embrace a Collaborative Partnership Model:** Rather than a purely transactional relationship, adopt a partnership approach with your contractors. Recognize that a flexible and fair change management process, as demonstrated to be effective in this study, is essential for dealing with unforeseen realities. Approving justified changes on time and agreeing on their cost and time implications professionally is key to maintaining project momentum and achieving a quality final product.

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