

The Effects of Resource Mobilization on the Success and Sustainability of Community Projects: A Case of the Care Relief Project in Bosaso, Puntland, Somalia

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ABSTRACT: This study determined the effects of resource mobilization on the success and sustainability of community projects under the CARE relief project in Bosaso, Puntland, Somalia. A descriptive correlational design combined a structured questionnaire survey with key informant interviews. From a target population of 750 stakeholders, a sample of 251 was determined using Slovin's formula at a 5% margin of error and selected through stratified random sampling for the quantitative component, while 10 key informants were purposively selected for the qualitative component. Quantitative data were obtained from 250 valid respondents (99.6% response rate), while all 10 planned key informant interviews were successfully conducted (100% response rate). Descriptive results rated resource mobilization high overall (Mean = 3.52, SD = 1.10), with the perceived influence of effective resource mobilization on project success rated highest and the project's mechanisms to mobilize additional resources when needed rated lowest, the only item interpreted as Moderate. The success of community projects was rated high overall (Mean = 3.71, SD = 1.04). Inferential analysis found a strong, statistically significant positive correlation between resource mobilization and project success ($r = 0.681, p < 0.01$). Regression analysis showed that resource mobilization explained 46.4% of the variance in project success ($R^2 = 0.464$; Adjusted $R^2 = 0.462$; $\beta = 0.681$; $F(1,248) = 258.80, p < 0.001$), leading to rejection of the null hypothesis. The findings support Participatory Development Theory and the Resource-Based View. A closer contextual reading nonetheless revealed a contingency gap: routine resource mobilization, staffing, materials, and day-to-day funding, was rated comparatively strong, while the mechanisms for mobilizing supplementary resources under unforeseen circumstances were consistently the weakest and least developed dimension, mirroring the sustainability shortfall documented for the projects themselves. The study recommends transparent, centralized resource-tracking frameworks, stronger internal resource-mobilization schedules, and structured community contribution mechanisms to close this gap.

Keywords: Resource Mobilization, Capacity Building, Project Success, Participatory Development Theory, Resource-Based View, Community Projects, Somalia.

INTRODUCTION

Resource mobilization, understood as the systematic acquisition and allocation of the financial, human, and material inputs a community project requires, is widely regarded as the operational backbone that converts training and participatory intentions into delivered development outcomes. Where training and skills development determines whether people possess the competencies to act, resource mobilization determines whether they have the funding, personnel, and materials to act on, Abdillahi, M. M. (2026). International and regional evidence links resource mobilization directly to project performance: a recent East African study of 28 NGOs across Kenya, Uganda, Tanzania, and South Sudan found that financial management components, including strategic budgeting and financial reporting, collectively explained 53.9% of the variance in NGO institutional development, with donor compliance demands identified as a persistent source of tension with strategic financial autonomy (Nyesige, Pruthviraj, & Nyuon, 2026). Within Somalia specifically, NGO-led resource mobilization initiatives between 2019 and 2023 have been associated with roughly 30% higher project completion rates compared with projects lacking structured resource-mobilization support (Yusuf, 2024).

According to Puntland Planning Authority (2022) records, only about 60% of community projects in the region met their target objectives between 2020 and 2024, a shortfall attributed in part to inadequate resource mobilization (Abdullahi & Elmi, 2025). The CARE relief project in Bosaso mobilizes financial, human, and material resources for its community initiatives, yet the extent to which this mobilization translates into measurable project success, and whether that translation is uniform across routine and contingency resourcing, remains an open empirical question in a fragile, donor-dependent operating environment. This study addresses that question directly.

Ideally, community projects should achieve high levels of sustainability, local ownership, and goal attainment, reflecting effective resource mobilization, training, and participatory decision-making (Farah & Mohamed, 2023). The problem is compounded by

inadequate resource mobilization, which remains an underexplored empirical indicator of project success in Bosaso, and if left unaddressed, may continue to produce inefficient use of resources, reduced stakeholder confidence, and limited sustainability of developmental outcomes (Kassim & Muse, 2025). Without understanding how resource mobilization specifically shapes project success, policymakers, NGOs, and community leaders risk implementing projects that cannot secure the resources needed to meet local needs or generate lasting impact (Yusuf, 2024). It was against this background that this study set out to critically examine how resource mobilization, financial, human, material, and contingency resourcing, relates to the success of community projects implemented by the CARE relief project in Bosaso.

RESEARCH OBJECTIVE AND HYPOTHESIS

Research Objective: To determine the effects of resource mobilization on the success and sustainability of community projects under the CARE relief project in Bosaso, Puntland, Somalia.

Hypothesis H₀₂: Resource mobilization had no significant effects on the success of community projects under the CARE relief project in Bosaso, Puntland, Somalia.

THEORETICAL REVIEW

Participatory Development Theory (PDT), proposed by Robert Chambers in 1983, holds that sustainable development is achieved when local communities are actively involved in mobilizing, allocating, and managing the resources their projects depend on, rather than remaining passive recipients of externally sourced funding and materials. PDT assumes that communities possess valuable local resources, labour, local materials, and networks of reciprocal support, and that mobilizing these alongside external funding strengthens ownership and long-term sustainability. A recent volume revisiting Chambers' work argues that community-driven resource pooling remains one of the clearest practical expressions of participatory development, since it requires communities to move beyond consultation into active co-investment in the outcomes they seek (Cornwall, 2022). Applied to this study, PDT implies that resource mobilization succeeds most fully not when it is purely externally funded, but when it actively engages community contributions, labour, local materials, and partnerships, alongside donor and government resources. The theory's acknowledged limitation is that it emphasises local resource mobilization without fully accounting for the structural funding constraints, particularly donor dependency, that shape resource availability in fragile, aid-dependent contexts like Bosaso.

The Resource-Based View (RBV), developed by Wernerfelt in 1984 and elaborated by Barney (1991), holds that valuable, rare, and difficult-to-imitate internal resources are central to an organisation's ability to achieve and sustain successful performance. Applied to community projects, RBV frames financial, human, and material resources not as a passive backdrop to project implementation but as the strategic asset base that determines whether planned activities can actually be executed. A recent East African study applying resource-oriented frameworks to NGO institutional development found that strategic budgeting and financial controls were among the strongest predictors of institutional performance, while noting that donor-driven short-termism constrained organisations' ability to build the durable resource base RBV envisions (Nyesige, Pruthviraj, & Nyuon, 2026). The theory's relevance to this study lies in treating resource mobilization, and specifically the capacity to mobilize supplementary resources when routine funding proves insufficient, as a strategic capability in its own right, one that determines resilience under the unforeseen shocks common to fragile operating environments. Its limitation, as applied to a donor-dependent context like Bosaso, is an assumption of reasonably controllable resource inflows that does not fully hold where external funding is subject to disbursement delays outside the implementing organisation's control.

Taken together, the two theories converge on a directly testable prediction: community projects that mobilize financial, human, and material resources more effectively, and that supplement external funding with local contributions and contingency mechanisms, should demonstrate correspondingly stronger project success outcomes. PDT anticipates that this effect operates through deepened local ownership of the resourcing process, while RBV anticipates that it operates through the accumulation of a valuable, difficult-to-replicate resource base. This integrated theoretical expectation guided the design of the study's instruments and the interpretation of its descriptive and inferential results.

RESEARCH METHODOLOGY

Research design

The study adopted a descriptive correlational research design, combining quantitative and qualitative approaches within a single mixed-methods strategy (Creswell & Creswell, 2018; Yin, 2019). This concurrent design allowed the quantitative survey data to

establish the statistical strength and direction of the resource-mobilization to project-success relationship, while the qualitative interview data provided the interpretive depth needed to understand how financial, human, and material resources were mobilized and managed in practice.

Population and Sample Frame

The study population comprised 1,250 individuals involved in CARE relief projects in Bosaso, including project staff, beneficiaries, community leaders, and local government officials (CARE Relief, 2024). A target population of 750 individuals, representing approximately 60% of the study population, was selected using proportional representation across stakeholder categories. Using Slovin's formula at a 5% margin of error, a quantitative sample of 251 was determined and allocated proportionally across categories through stratified random sampling. The sampling frame is in Table 1.

Table 1: Sampling frame – target population and sample size by stakeholder category

No.	Category	Target Population (N)	Sample Size (n)	Sampling Technique
1	Project Staff	120	40	Stratified Random
2	Beneficiaries	450	151	Stratified Random
3	Community Leaders	60	20	Stratified Random
4	Local Government Officials	120	40	Stratified Random
	Total	750	251	

Source: CARE Relief, 2024; Primary data, 2026

For the qualitative component, a purposive sample of 10 key informants, 3 project managers, 3 field officers, 2 community leaders, and 2 local government policy officials, was selected based on their specialised knowledge of the CARE relief project's resource-mobilization practices.

Data Collection

Quantitative data were collected through structured Likert-scale questionnaires assessing resource mobilization across financial sufficiency, human resource mobilization, material and logistical allocation, mechanisms for mobilizing additional resources, and the perceived influence of resource mobilization on project success. Project success was assessed through activity completion, community participation, sustainability beyond the funding period, the contribution of capacity-building to project goals, and impact on community quality of life. Qualitative data were collected through a semi-structured interview guide, exploring how financial, human, and material resources were mobilized and managed in practice.

Validity and Reliability

Content validity was established through expert evaluation, and Cronbach's Alpha coefficients exceeded the conventional 0.70 threshold for both the resource-mobilization and project success scales. Qualitative trustworthiness was ensured through triangulation across the 10 key informants and cross-referencing with project documentation.

Data Analysis

Quantitative data were analysed using SPSS, applying descriptive statistics, Pearson correlation, and simple linear regression. Thematic analysis was applied to qualitative data.

Ethical Consideration

Ethical clearance was obtained prior to data collection, and all respondents provided informed consent after being briefed on the study's purpose, procedures, and their right to withdraw at any stage. Key informants are identified in this manuscript only by role and interview code (e.g., KII1) rather than by name.

RESULTS

Response Rate

Of the 251 questionnaires distributed, 250 were completed and validly returned, and of the 10 key informants purposively targeted for interview, all 10 participated. The breakdown is in Table 2.

Table 2: Response rate for the respondents

Category	Distributed	Valid Respondents	Response Rate (%)
Questionnaire	251	250	99.6%
Interview	10	10	100%
Total	261	260	99.6%

Source: Field Data, 2026

This exceptionally high response rate, well above the threshold conventionally regarded as adequate for social science survey research, strengthens confidence that the findings reported below reflect the perspectives of project stakeholders involved in the CARE relief project.

Demographic characteristics of respondents

Table 3 presents the demographic characteristics of the quantitative respondents (N = 250).

Table 3: Demographic characteristics of respondents (N = 250)

Variable	Category	Frequency (n)	Percent (%)
Sex	Male	145	58.0
	Female	105	42.0
Age	18-25 years	40	16.0
	26-35 years	105	42.0
	36-45 years	70	28.0
	46 years and above	35	14.0
Highest Level of Education	Primary	30	12.0
	Secondary	65	26.0
	Diploma	85	34.0
	Bachelor's Degree	65	26.0
	Postgraduate	5	2.0
Position in the Project	Project Staff	70	28.0
	Community Leader	40	16.0
	Beneficiary	120	48.0
	Volunteer	20	8.0
Years of Involvement in the Project	Less than 1 year	45	18.0
	1-3 years	105	42.0
	4-6 years	70	28.0
	7 years and above	30	12.0

Regarding sex, male respondents constituted 58.0% (n = 145) of the sample compared with 42.0% (n = 105) female, indicating that both sexes were adequately represented, although males formed the majority of participants. This distribution suggests a need for more deliberate engagement of women in resource-mobilization decisions specifically, since financial and material allocation choices can carry different implications across gender lines within Bosaso's community structures.

Regarding age, respondents were predominantly within the most economically active age brackets, with 42.0% aged 26-35 and 28.0% aged 36-45, compared with 16.0% aged 18-25 and 14.0% aged 46 and above. This age profile suggests a respondent base with direct exposure to the practical demands of resourcing project activities, strengthening confidence that the perceptions reported below reflect substantive, first-hand engagement with resource-mobilization practice.

Regarding education, 34.0% of respondents held diploma qualifications and a further 26.0% held bachelor's degrees, with smaller proportions holding secondary (26.0%), primary (12.0%), or postgraduate (2.0%) education. This comparatively well-educated profile supports the reliability of respondents' assessments of technical resource-mobilization constructs such as financial sufficiency and logistical allocation, which presuppose some familiarity with budgeting and resource-tracking concepts.

Regarding position in the project, 48.0% of respondents were beneficiaries, 28.0% project staff, 16.0% community leaders, and 8.0% volunteers. This distribution indicates that the study captured the perspectives of a broad range of stakeholders directly affected by, and in some cases directly responsible for, the mobilization and allocation of project resources.

Regarding years of involvement in the project, 42.0% of respondents had been involved for 1-3 years and a further 28.0% for 4-6 years, with 18.0% engaged for less than one year and 12.0% for more than seven years. This extended engagement profile suggests that most respondents had observed the CARE relief project's resource-mobilization practice across multiple funding cycles, supporting the reliability of their assessment of both routine resourcing and the less frequently tested mechanisms for mobilizing supplementary resources.

Descriptive statistics of resource mobilization

Table 4 presents the descriptive statistics for resource mobilization within the CARE relief project.

Table 4: Descriptive statistics on resource mobilization of the CARE relief project in Bosaso, Puntland, Somalia (N = 250)

Code	Statement	SD F(%)	D F(%)	N F(%)	A F(%)	SA F(%)	Mean	Std. Dev.	Interp.
RM1	Financial resources for the project are sufficient to meet its objectives.	20 (8.0)	35 (14.0)	60 (24.0)	95 (38.0)	40 (16.0)	3.40	1.12	Moderate
RM2	Human resources are adequately mobilized to implement project activities effectively.	15 (6.0)	25 (10.0)	50 (20.0)	115 (46.0)	45 (18.0)	3.60	1.09	High
RM3	Material and logistical resources are efficiently allocated and utilized.	18 (7.2)	30 (12.0)	55 (22.0)	110 (44.0)	37 (14.8)	3.49	1.10	High
RM4	The project has mechanisms to mobilize additional resources when needed.	25 (10.0)	40 (16.0)	55 (22.0)	90 (36.0)	40 (16.0)	3.32	1.17	Moderate
RM5	Effective resource mobilization significantly influences project success.	10 (4.0)	20 (8.0)	40 (16.0)	125 (50.0)	55 (22.0)	3.78	1.04	High
	Average Mean and Std. Dev.						3.52	1.10	High

Source: Primary data, 2026

Regarding RM1, *Financial resources for the project are sufficient to meet its objectives*. This item recorded a mean of 3.40 (SD = 1.12), interpreted as Moderate, with 54.0% combined agreement and 22.0% disagreement. This finding demonstrates that while a majority of respondents regarded financial resources as adequate, a considerable proportion expressed reservations, suggesting that

funding does not always fully meet project needs. This quantitative finding was supported by Respondent 1, a project manager, who explained:

"We rely on donor funding, but sometimes disbursements are delayed, which affects planned activities. (Source: KII1, 2025)"

Respondent 4, a local government policy official, added a complementary observation:

"Funding gaps occasionally force us to adjust project timelines, though alternative sources are occasionally sought. (Source: KII4, 2025)"

Concerning RM2, *Human resources are adequately mobilized to implement project activities effectively*. This item recorded a mean of 3.60 (SD = 1.09), with 64.0% combined agreement, suggesting that most respondents perceive human resource mobilization as sufficient for project implementation. This quantitative finding was supported by Respondent 3, a field officer, who stated:

"We assign staff and volunteers according to skill sets, ensuring that each activity has enough personnel to succeed. (Source: KII3, 2025)"

Respondent 2, a community leader, added:

"The volunteers are trained and motivated, which makes it easier to carry out community initiatives efficiently. (Source: KII2, 2025)"

With respect to RM3, *Material and logistical resources are efficiently allocated and utilized*. This item recorded a mean of 3.49 (SD = 1.10), with 58.8% combined agreement, showing that the majority of respondents regard materials and logistics as managed efficiently, although some concerns persist. This quantitative finding was supported by Respondent 1, a project manager, who explained:

"We distribute supplies based on planned activities and maintain records to prevent shortages, ensuring that resources reach the intended beneficiaries. (Source: KII1, 2025)"

Respondent 3, a field officer, further emphasised:

"Efficient resource tracking has reduced delays and wastage, allowing activities to proceed smoothly. (Source: KII3, 2025)"

As for RM4, *The project has mechanisms to mobilize additional resources when needed*. This item recorded the lowest mean of all five statements (Mean = 3.32, SD = 1.17) and the highest standard deviation in the construct, with only 52.0% combined agreement and 26.0% outright disagreement, indicating the least consensus among respondents of any item examined. This quantitative finding was supported by Respondent 4, a local government policy official, who noted:

"We have emergency funding protocols, but accessing additional resources quickly remains a challenge, particularly during unforeseen events. (Source: KII4, 2025)"

A similar, qualified account came from Respondent 2, a community leader:

"We sometimes rely on community contributions or local partnerships to fill resource gaps, but it is not always sufficient. (Source: KII2, 2025)"

Both accounts describe contingency resourcing as reactive rather than systematically pre-arranged, which plausibly explains why this item recorded both the lowest mean and the widest spread of responses in the construct.

Lastly, regarding RM5, *Effective resource mobilization significantly influences project success*. This item recorded the highest mean of all five statements (Mean = 3.78, SD = 1.04), with 72.0% combined agreement, demonstrating that most respondents acknowledge the direct impact of resource mobilization on achieving project objectives. This quantitative finding was supported by Respondent 1, a project manager, who explained:

"Without timely and adequate resources, even the best-planned activities fail; mobilizing resources efficiently ensures that targets are met. (Source: KII1, 2025)"

Respondent 3, a field officer, reinforced this view:

"Proper funding, personnel, and logistics are essential to maintain momentum and community participation, which ultimately drives project success. (Source: KII3, 2025)"

The overall mean for resource mobilization was 3.52 (SD = 1.10), interpreted as High, indicating that respondents generally regarded resource mobilization as positively affecting the success and sustainability of CARE Relief community projects, with the perceived influence of resource mobilization on success (RM5) and human resource mobilization (RM2) the construct's strongest dimensions, while mechanisms for mobilizing supplementary resources (RM4) were consistently the weakest and least uniformly developed.

Descriptive statistics of the success of community projects

Table 5 presents the descriptive statistics for the success of community projects.

Table 5: Descriptive statistics on the success of community projects by the CARE relief project in Bosaso, Puntland, Somalia (N = 250)

Code	Statement	SD F(%)	D F(%)	N F(%)	A F(%)	SA F(%)	Mean	Std. Dev.	Interp.
SP1	Project activities are completed successfully and meet their intended objectives.	7 (2.8)	22 (8.8)	45 (18.0)	130 (52.0)	46 (18.4)	3.75	0.99	High
SP2	Community members actively participate in project activities.	10 (4.0)	25 (10.0)	45 (18.0)	120 (48.0)	50 (20.0)	3.70	1.06	High
SP3	Projects implemented are sustainable beyond the funding period.	20 (8.0)	35 (14.0)	60 (24.0)	95 (38.0)	40 (16.0)	3.40	1.14	Moderate
SP4	Capacity-building initiatives directly contribute to achieving project goals.	8 (3.2)	20 (8.0)	40 (16.0)	125 (50.0)	57 (22.8)	3.82	1.03	High
SP5	The project has positively impacted the local community's quality of life.	5 (2.0)	20 (8.0)	35 (14.0)	130 (52.0)	60 (24.0)	3.88	0.97	High
	Average Mean and Std. Dev.						3.71	1.04	High

Source: Primary data, 2026

Regarding SP1, *Project activities are completed successfully and meet their intended objectives*. This item recorded a mean of 3.75 (SD = 0.99), with 70.4% combined agreement, demonstrating that most respondents perceive project activities as achieving their objectives effectively. This quantitative finding was supported by Respondent 1, a project manager, who responded:

"Most project activities are completed on schedule with tangible outcomes, including water points and sanitation facilities. (Source: KII1, 2025)"

Concerning SP2, *Community members actively participate in project activities*. This item recorded a mean of 3.70 (SD = 1.06), with 68.0% combined agreement, showing generally strong community engagement in project activities. This quantitative finding was supported by Respondent 2, a community leader, who explained:

"Active participation in planning and implementation empowers members to take ownership, ensuring sustained engagement. (Source: KII2, 2025)"

With respect to SP3, *Projects implemented are sustainable beyond the funding period*. This item recorded the lowest mean of all five statements (Mean = 3.40, SD = 1.14), the only item interpreted as Moderate rather than High, with just 54.0% combined agreement and 22.0% outright disagreement. This quantitative finding was supported by Respondent 1, a project manager, who offered a qualified account:

"Some projects continue after funding ends, particularly where communities have been trained to manage resources independently. (Source: KII1, 2025)"

However, this finding diverged somewhat from the more cautious account of Respondent 3, a field officer, who added:

"While many initiatives succeed during project implementation, continuity depends on local ownership and capacity, which varies across communities. (Source: KII3, 2025)"

This divergence closely mirrors this study's own item-level finding that mechanisms for mobilizing supplementary resources (RM4) were the weakest dimension of the resource-mobilization construct, suggesting that the sustainability shortfall recorded here is directly connected to the limited contingency-resourcing systems documented earlier.

As for SP4, *Capacity-building initiatives directly contribute to achieving project goals*. This item recorded a mean of 3.82 (SD = 1.03), with 72.8% combined agreement, demonstrating strong consensus that capacity-building initiatives positively influence project outcomes.

Lastly, regarding SP5, *The project has positively impacted the local community's quality of life*. This item recorded the highest mean of all five statements (Mean = 3.88, SD = 0.97), with 76.0% combined agreement and the lowest standard deviation in the construct, indicating strong consensus. This quantitative finding was supported by Respondent 3, a field officer, who explained:

"Improvements in sanitation, livelihoods, and access to water have directly enhanced living conditions in the target communities. (Source: KII3, 2025)"

The overall mean for the success of community projects was 3.71 (SD = 1.04), interpreted as High, indicating strong overall performance and positive community perception, with impact on quality of life (SP5) and the contribution of capacity-building to project goals (SP4) the construct's strongest dimensions, while sustainability beyond the funding period (SP3) was consistently the weakest, mirroring the resource-mobilization construct's own weakest dimension of contingency resourcing.

The relationship between resource mobilization and project success

Table 6: Correlation between resource mobilization and project success

		Resource Mobilization	Success of Community Projects
Resource Mobilization	Pearson Correlation	1	0.681**
	Sig. (2-tailed)		.000
	N	250	250
Success of Community Projects	Pearson Correlation	0.681**	1
	Sig. (2-tailed)	.000	
	N	250	250

****Correlation is significant at the 0.01 level (2-tailed). Source: Primary data, 2026**

The analysis revealed a strong, statistically significant positive correlation between resource mobilization and the success of community projects ($r = 0.681$, $p = .000$), so the null hypothesis was rejected. This confirms Participatory Development Theory's central claim directly: as resource mobilization strengthens, project success improves correspondingly, indicating that effective allocation of financial, human, and material resources is closely and reliably associated with the CARE relief project's performance. This pattern was echoed qualitatively: Respondent 1, a project manager, indicated:

"We prioritize local engagement and partnerships, ensuring resources are sufficient and appropriately allocated for each initiative. (Source: KII1, 2025)"

Respondent 2, a community leader, added:

"Mobilizing volunteers and local labor alongside external funding has enabled consistent project delivery and enhanced ownership. (Source: KII2, 2025)"

Table 7: Simple regression of resource mobilization and project success

Variables	Unstd. Beta	Std. Beta	t-value	Adj. R ²	F-Value	p-value
Constant	1.223		10.728			.000
Resource Mobilization	.661	.681	16.084	.462	258.80	.000

Source: Primary data, 2026

The unstandardised coefficient ($B = 0.661$, $p < 0.001$) indicates that for every one-unit improvement in resource mobilization, project success improves by 0.661 units, holding other factors constant, while the standardised coefficient ($\beta = 0.681$) confirms resource mobilization as a strong predictor within this model. The Adjusted R^2 of 0.462 indicates that resource mobilization explains close to half of the variance in project success, leaving room for training and skills development and participatory decision-making, examined in this research programme's companion manuscripts, to account for the remainder, a finding consistent with the Resource-Based View's treatment of a valuable resource base as a powerful but not solitary determinant of organisational performance (Wernerfelt, 1984; Barney, 1991).

DISCUSSIONS

The results rejected the null hypothesis (H_0). This is consistent with Chambers (1983), who established that community-driven resource pooling strengthens ownership and sustainability; with Wernerfelt (1984) and Barney (1991), who identified a valuable, well-managed resource base as a central determinant of sustained performance; and with recent empirical evidence from East African NGOs, where financial management components explained over half of the variance in institutional development, though constrained by donor-driven short-termism (Nyesige, Pruthviraj, & Nyuon, 2026).

The demographic profile of respondents adds an important interpretive layer to this theoretical confirmation. The sample was predominantly mid-career, moderately to well-educated, and substantially experienced with the project, characteristics that suggest a respondent base well positioned to assess resource-mobilization practice with informed judgement. This strengthens confidence that the item-level pattern documented above, strong routine human and material resourcing alongside comparatively weaker contingency mechanisms, reflects a genuine institutional pattern.

The item-level findings provide the clearest evidence of a broader resourcing-contingency gap that runs through this study. Resource mobilization scored highest on its perceived overall influence on project success (RM5) and human resource mobilization (RM2) but lowest, and with the least consensus, on mechanisms to mobilize additional resources when needed (RM4), a divide that reappears almost exactly in the project-success construct, where sustainability beyond the funding period (SP3) was the single weakest, and only Moderate-rated, item across both constructs examined in this study. This pattern is consistent with Nyesige, Pruthviraj, and Nyuon's (2026) finding that donor-driven short-termism constrains NGOs' ability to build durable, self-sustaining resource bases even where routine financial management is otherwise sound. The pattern documented here suggests that the CARE relief project's resourcing model is well suited to planned, routine activity, but not yet matched by the contingency infrastructure needed to absorb unforeseen shocks and sustain outcomes once initial donor funding recedes, Abdillahi, M. M. (2025).

CONCLUSION

The analysis confirmed that resource mobilization significantly predicts the success of community projects implemented by the CARE relief project in Bosaso, with the null hypothesis rejected. The item-level interpretation presented above shows that this overall relationship is not uniform across resource-mobilization dimensions: human and material resourcing, together with resource mobilization's perceived overall contribution to success, are consistently strong, while mechanisms for mobilizing supplementary resources under unforeseen circumstances are comparatively weaker and less systematically developed. Given a respondent base that is experienced and well positioned to assess resourcing practice, the constraint on closing this gap appears to lie in the absence of pre-arranged contingency mechanisms, a gap that directly parallels the weakest dimension of project success itself, sustainability beyond the funding period, rather than in any deficiency in routine resource management.

RECOMMENDATIONS

For government institutions and development partners, the study implies establishing transparent resource mobilization and allocation frameworks that guarantee timely disbursement of financial, material, and logistical resources, supported by a centralized district resource-tracking system to improve accountability and minimize implementation delays.

For CARE and partner organizations, it would be recommended to strengthen internal resource planning by preparing detailed resource-mobilization schedules before implementation begins, directly addressing the comparatively lower score recorded for mechanisms to mobilize additional resources (Mean = 3.32). Digital inventory management systems, supported by bi-weekly coordination meetings, should be adopted to monitor resource availability and address emerging shortages promptly.

For community project committees, the research implies complementing external support by mobilizing local contributions, including labour, local materials, and community expertise, with monthly community resource review meetings held to document local contributions and strengthen ownership, consistent with the finding that pre-arranged, participatory contingency mechanisms, not merely routine funding, are what close the gap between resource mobilization and sustained project success.

CONTRIBUTION TO KNOWLEDGE

The article empirically documents a resourcing-contingency gap in the CARE relief project: resource mobilization is statistically confirmed as a strong, significant predictor of project success, yet this strength is concentrated in routine human, material, and financial resourcing rather than in the contingency mechanisms needed to sustain project activity under unforeseen shocks, a divide that reappears almost exactly in the weakest-rated project-success item, sustainability beyond the funding period. By interpreting each resource-mobilization and project-success item separately, rather than relying solely on aggregate scores, this study demonstrates that the gap is visible at the level of specific, actionable dimensions rather than being merely an artefact of overall scale scores, a methodological contribution that future resource-mobilization research in comparable donor-dependent, fragile-state community-development contexts may usefully replicate. Future research should examine longitudinal resource-diversification trends and test specific contingency-financing designs most effective in Bosaso's institutional context.

AREAS FOR FURTHER RESEARCH

- I. A longitudinal study examining trends in resource diversification and project success across CARE relief and comparable community projects in Puntland, determining whether pre-arranged contingency-financing mechanisms generate measurable reductions in the sustainability shortfall documented in this study.
- II. Qualitative examination of how community contribution mechanisms, labour, local materials, and local partnerships, are negotiated and sustained over time, and the conditions under which they most effectively substitute for delayed donor disbursements.
- III. A comparative analysis of resource-mobilization practice across CARE relief and other NGO-led community projects in Bosaso and Garowe, to identify the institutional conditions that most effectively convert routine resourcing into durable project outcomes.
- IV. A study that tests specific digital resource-tracking and contingency-financing tools and their effect on closing the gap between statistically strong resource-mobilization scores and actual post-funding project sustainability.
- V. A gender-disaggregated replication of this study's resource-mobilization and project-success constructs, to test whether the resourcing-contingency gap identified here is experienced uniformly across male and female project stakeholders.

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Declaration of Competing Interests

The authors declare no competing interests. All authors have reviewed and approved the final version.