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**Influence of Project Initiation on Completion of United Nations
Joint Programme on Local Governance Road Rehabilitation
Projects**

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Abstract

Purpose: The purpose of this study was to examine the influence of project initiation on completion of United Nations Joint Programme on Local Governance road rehabilitation projects.

Methodology: This research study adopted a descriptive cross-sectional survey design. The target population was 250 staff working at UNJPLG road rehabilitation projects. The study population included project engineers, clerk of works, project managers, contractors, supervisors, community leaders, and donors making total of 250 respondents. The research study embraced stratified random sampling method and a sample size of 154 respondents was obtained using the Yamane (1967) formula. The study further used structured questionnaires which consisted of both open-ended and closed-ended questions to collect data from the selected respondents. A pilot study was also conducted to test the validity and reliability of the questionnaires. After data was collected, it was examined for efficiency, clarity and clearness. Coding was done on the basis of the place of the participants. Measurable information was evaluated utilizing Statistical Package for Social Sciences (SPSS Version 21) for Microsoft home windows that included detailed and inferential analysis. Data was presented using chart, frequency tables and pie charts.

Findings: The study established that project initiation had a significant influence on completion of road rehabilitation projects by United Nations Joint Programme on Local Governance. Findings indicate that the benefits of the road rehabilitation projects are effectively provided by United Nations Joint Programme on Local Governance which enhances their completion. Moreover, the purpose and objectives of road rehabilitation projects are well outlined by United Nations Joint Programme on Local Governance which improves completion of the road rehabilitation projects.

Unique Contribution to Theory, Practice and Policy: United Nations Joint Programme on Local Governance should effectively engage key stakeholders during the scoping stage of any future road rehabilitation projects. The organization should also ensure that all key stakeholders including employees are consulted and involved in drafting any project plan. This is expected to enhance buy-in and reduce resistance during the changes that will take place in the implementation phase. The United Nations Joint Programme on Local Governance should ensure that control procedures are put into place to certify that all activities are monitored as execution progresses. The theories used, that is Stakeholder theory and the Theory of Reasoned Actions were found applicable to this study and can be used by other scholars in studies related to the research topic.

Keywords: *Project Initiation, Completion, United Nations Joint Programme, Local Governance Road Rehabilitation Projects*

INTRODUCTION

Project initiation phase is the first stage in launching a new project which involves establishing the project's purpose and the expected business value during the project commencement phase that can help an organization get the support of important stakeholders. Asaf (2012) also defined project initiation as the process of developing a project charter by the project management team that entails defining its objective, primary and secondary goals, timeframe, and schedule for when those goals are expected to be achieved. Kastner (2010) noted that establishing a good project charter will lead to the successful completion of any project. The phase is used to assess the project feasibility before allocating the necessary personnel, materials and financial resources. In addition, an organization is able to align the stakeholder's expectations, secure necessary approvals and ensure that the strategy chosen to undertake the project will contribute to the successful completion of the project. Therefore, stakeholder participation in Road construction is an important part of project management (Ngai, Drew & Skitmore, 2013). Infrastructural services are societal overhead investment activities or facilities that require a pool of stakeholders to complete within expected time avoid cost overruns and improve customer satisfaction (Chan & Kumaraswamy, 2012).

Stakeholders are specified as any type of team or person that can impact or is impacted by the success of the company's purposes (Argawal & Singh, 2013). In a job setting, these stakeholders are typically various, as well as can differ substantially in the level of impact in both instructions. Faiz (2012) recommend that power, authenticity and also seriousness are essential stakeholder qualities. A job supervisor is called for to establish adequate understanding of such features, which are in truth transforming variables within the numerous stakeholders in a task setting. The number and also nature of stakeholders will certainly differ with the life of the job; it would certainly for that reason make good sense to accomplish the evaluation of recognition throughout the task (Graw-hill, 2014). Stakeholder involvement occurs in various stages of the task cycle and also at various degrees of culture, as well as takes several kinds. These can vary along a continuum from payment of inputs to established tasks as well as programs, to info sharing, assessment, decision-making, collaboration as well as empowerment (Kastner, 2010).

In the United States of America (USA), the federal government funds roadways identified as nationwide trunk roadways while the remainder of the roadways are the obligation of the County Governments. It has actually been concurred that countries that accomplish consistent financial development needs do have big financial investments in facilities. Instances of such countries consist of Germany, Japan, United Kingdom, USA, South Africa and China to name a few (Raissudin *et al*, 2013).

In Uganda, Njogu (2016) argue that the economic backlog in most rural countries is owed to the poor state of roads that no one regulates their construction and implementation. Most of these roads are chaired by unqualified personnel. If all engineers are concentrated in urban areas there are no way the rural roads will have the required technology. Reliable stakeholder's interaction advantages the roadway job by getting rid of disputes as well as

enhance teamwork in between the company as well as the stakeholders. While there might be standard disparity in between the stakeholder monitoring as well as involvement, it concerns highlight that the stakeholder's salience establishes the interaction techniques to be taken on (Magidu, 2010). Evidently, the level of value affixed to the involvement partnership can as a matter of fact affect the positioning of the stakeholders on the relevance range. The success of stakeholder's interaction is for that reason determined on the capacity to offer as well as get assistance from stakeholders as well as sympathetically interact to create cutting-edge organisation options (Meredith, 2013).

Further, stakeholders' participation is vital in advancement tasks. Although, small choices as well as emergency situation scenarios are normally not suitable for stakeholder engagement, a complicated circumstance with significant effects call for stakeholder participation and also when done proactively, instead of in feedback to a trouble, aids to prevent issues in the future (Maina, 2013). The emphasis of public engagement is typically to share info with, and also collect input from, (Austin, 2012). Participants of the general public that might have a rate of interest in a job.

The Constitution of Kenya 2010 offers person the right to participate in tasks that have a straight bearing on their lives (Mbaabu, 2012). The African advancement financial institution (AFDB) as well as the Chinese growth financial institution have actually been financing the majority of rural road rehabilitation projects in Africa. They have funded these projects in countries such as Kenya, Ethiopia, Somalia, South Sudan, Sudan, and South Africa among other Countries. These countries in Africa have formed regional alliances which marks the international routes which every country must complete the construction work (ADB, 2012). Some nations have actually been advancing when it comes to roadway framework growth. These nations consist of Uganda, South Africa, Ghana, Nigeria, Egypt, and also Tanzania.

The republic of Somaliland has actually been dragging in facilities growth although in the last 10 years the federal government have actually been energetic in roadway job and also have tarmac countless kilometres to worldwide requirements. Nowadays, roadway rehab jobs are executed in extremely requiring as well as intricate developed atmospheres that call for multispectral and also multidisciplinary initiatives as well as cooperation in between the task stakeholders with different passions, goals, and also histories in Somalia. Effective stakeholder participation is just one of one of the most reliable methods to improve task worth development and also get far better outcomes, specifically when it incorporates stakeholders with various type of competence as well as payments (Mohapatra and Chandrasekhar, 2012).

UN Joint Programme on Local Governance

The UN Joint Programme on Local Governance and also Decentralized Service Delivery (JPLG) intends to enhance neighborhood administration as well as boost decentralized solutions in all the areas of Somalia. JPLG II was launched in 2013 with the total goal to advertise enhancements in regional administration top quality that can add to tranquillity combination, growth as well as fair solution distribution (World Bank, 2014). As part of

the UN Joint Programme on Local Governance and also Decentralized Service Delivery (JPLG) with UN-Habitat, UNICEF, UNCDF as well as ILO, UNDP aids deal with these basic difficulties of weak organizations as well as source with vague functions and also duties and also an immediate demand to boost the ability of city government to supply civil services. This is greatly moneyed with Sweden, European Commission, DFID, Norway and also Denmark. The JPLG II is also concentrating on geographical growth on where one of the most immediate requirements and also possibilities emerge, consisting of a boosted existence in south and also main Somalia where a significant variety of areas have actually just recently come to be available (RICS Research, 2016).

Statement of the Problem

Many of the major road infrastructure projects in developed countries like USA, Japan, UK and China are so costly and large that they can just be achieved by straight federal government participation. The federal government normally established the policies for the growth of legal connections, therefore affecting the general public building industry. Because of the relevance of this market to a country, lots of scientists have actually researched this market's procedure and also their findings have actually shown that the majority of jobs are never finished on schedule as a result of hold-ups. Falling short to involve the stakeholders adds to hold-ups and also insufficient preparedness for application creating hold-ups in purchase of service providers, inefficient dispensation influencing late launch of funds, bad efficiency of professionals, reduced ability of the executing firms, bad guidance of jobs and also agreement monitoring in reacting swiftly in dealing with legal problems when they emerge (Sama-Lang & Zesung, 2016).

Rehabilitation of road projects in Somalia are of vital importance in order to bring growth of locations they offer and also make a country expands and also establishes (Ikiara et al., 2013). Specifically, in the third world, great finished and preserved roadways improve destitution decrease by enhancing gain access to in between local as well as country neighborhoods as well as inevitably boosting socio-economic development as well as development (Asif, 2012). Improving rehabilitation of road network projects is essential to enhance the linkage between markets and production centres. Concern of road rehabilitation project managers have been on success of stakeholder participation on project identification, and planning as well as in monitoring and evaluation (Tabish, 2012) and very few researches are devoted to examine the effect of project management life cycle on project completion (Ipingbemi, 2012).

Engaging in effective management of all the stages of the lifecycle of the project brings significant benefits to the projects yet most studies (Bundi (2013); Onchoke (2013); Ondieki (2011); Carter (2012) and Leesard (2011)) failed to ascertain the significant role of project management life cycle on completion of projects. Despite effective management of all the project management life cycle phases bringing significant benefits to the projects, studies focusing on the effect of project management life cycle on completion of road rehabilitation project were few (Nyamwaro (2012); Bundi (2013); Onchoke (2013); Ondieki (2011); Carter (2012)). Therefore, this study sought to address this existing

knowledge gap by examining influence of project initiation on completion of road rehabilitation project in Somaliland focusing on UNJPLG road rehabilitation projects.

Objective of the Study

This study aimed to establish the influence of project initiation on completion of United Nations Joint Programme on Local Governance road rehabilitation projects.

LITERATURE REVIEW

Theoretical Framework

Stakeholder Theory

The stakeholder concept has actually been called an effective method of comprehending the company in its setting (Friedman & Miles, 2006). This concept is planned to expand the stakeholder's vision of its duties, the duties past the earnings maximization feature and the stakeholders determined in input-output versions of the company. Additionally, it will also consist of rate of interests and insurance claims of non-stockholding teams. Bourne, (2008) clarified that the stakeholder version recommends that all individuals or teams with genuine rate of interests taking part in a business do so to get advantages which there is no pre-set top priority of one collection of rates of interest as well as advantages over one more (Kuprenas, 2013). Associated companies, potential workers, possible clients, as well as the general public at large, requires to be thought about.

On the whole, the main and initial objective of stakeholder method is to make it possible for supervisors to comprehend stakeholders and tactically handle them. The supervisory relevance of stakeholder involvement has actually been to show that simply therapy of stakeholders is connected to the long-lasting survival of the company (Menoka, 2014). While having its beginnings in calculated monitoring, stakeholder concept has actually been put on a variety of areas and also provided and also utilized in a variety of manner ins which are fairly distinctive and also entail really various techniques, principles, kinds of proof as well as requirements of examination. As the passion in the idea of stakeholders has actually expanded, so has the expansion of viewpoints on the topic (Zenko, 2013).

This concept highlights the value of the connection in between the leading administration personnel with the stakeholders. Particularly, supervisors ought to recognize the success of the jobs can be affected significantly by the engagement of different stakeholders. These stakeholders will certainly involve relying on the partnership they cultivate with the leading job monitoring as well as not younger employees acting upon their part.

The Theory of Reasoned action (TRA)

The Theory of Reasoned action (TRA) which was created in 1967 likewise associates with the existing research. It was changed and broadened by Ajzen and Fishbein in the very early 1970's. By 1980, the concept was utilized to examine human actions and also to create ideal treatments. The Theory thinks that people are reasonable which they make methodical use details readily available to them prior to them making a decision to take part or otherwise to join specific actions (Zenko, 2005).

The concept considers behavior purposes as being the prompt antecedent to habits. It is thought that the more powerful an individual's purpose to delight in a specific habit is, the much more effective they are anticipated to be. Objectives are features of prominent ideas or info regarding the chance that enjoying a habit will certainly cause a certain end result. Perspective is inhabited to be the initial antecedent of details resistance. It is a person's favourable or adverse idea regarding enjoying a particular action (Yang, et al 2014). A person will certainly mean to delight in a particular habit when she or he examines it favourably. This concept can be put on comprehend stakeholder's involvement in the feeling that it is thought that individuals will certainly take into consideration the ramification of their activities in success of a project. For instance, community members, clients and management as well as donors that participating in road rehabilitation projects as it will improve transportation of people and goods.

Completion of Road Rehabilitation Projects

The institutional factors influencing completion of infrastructure projects can broadly be grouped under four broad themes namely management structure, resource availability, technological advancement and bureaucracy. These factors contribute to delays in completion of government funded road projects. Stakeholder engagement is incorporated water source monitoring areas of water administration tasks in Cameroon. The research assessed the involvement of young people to water source monitoring by contrasting the outcomes of the various strategies utilized. The research study developed that the organizations that utilized a stakeholder participatory strategy while including the young people had better possibilities of success than others that did rule out such a strategy.

Ayatah (2012) on the other hand analyzed stakeholder monitoring obstacles as well as their influence on task monitoring when it comes to campaigning for as well as empowerment in the top eastern area of Ghana. The research discovered that the passions as well as duties of the essential stakeholders were extremely important to the procedures, nevertheless stakeholder monitoring was located to be defined by laid-back as well as ad-hoc activities and also mainly not institutionalised. Difficulties like harmful competitors, contrasting rate of interests, bad dedication, restricted rate of interest, understanding as well as gratitude, anti-stakeholder management issues, established placements, ideas and also techniques were located to influence drastically on the job of the companies.

Project Initiation and Project Completion

Stakeholder participation in project execution is an essential aspect in management of a project. Execution of rehab roadway task aids to work with individuals and also various other sources to accomplish the strategy. Stakeholder engagement in task execution is called for to change the prepared purposes as well as plans of a task right into an efficient task, appropriation of sources, reliable application of these sources, as well as the reliable conduct of certain jobs with a well-coordinated individuals and also the sources to attain the job objectives. According to Schonher and Mbugua (2013), stakeholder participation management play a critical role in solving problems. Interaction amongst the supervisors is also an essential requirement. Moreover, they discovered the job variables such as,

plainly specified objectives, duty clearness, team efforts worth, versatility in action to require and a group dedication, as vital variables for success.

The job stakeholders are people or companies that are proactively associated with a task or whose rate of interest might be impacted as a result of task implementation or task conclusion, as well as might also exert influence over the jobs unbiased and the end result. Stakeholders profit for having their assumptions comprehended and handled with interaction of suitable messages, on one hand and on the other hand making certain that the stakeholders comprehend what sustain the task requires from them. Stakeholders in roadway building have a risk in the job conclusion time. Maybe a rate of interest, a right, possession. Civil liberties can either be lawful or ethical possession in a scenario (Waithera, 2015).

The initiation refines establish the nature as well as extent of the job. If this phase is not executed well, it is not likely that the job will certainly succeed in fulfilling the neighborhood requires (Nyonje et al., 2012). The essential job controls required below are an understanding of the task setting and also making certain that all required controls are included right into the job. According to Menoka (2014) any kind of shortages need to be reported as well as a referral must be made to repair them. The initiation phase need to consist of a strategy that includes the adhering to locations: Analysing the needs/requirements in quantifiable objectives, Reviewing of the existing procedures, Financial evaluation of the prices and advantages consisting of a spending plan, Stakeholder evaluation, consisting of customers, and also assistance of workers for the task, Project charter consisting of prices, jobs, deliverables, as well as routine.

Legitimate and also legitimate stakeholders require to be recognized as well as their power and also impact recognized to handle their prospective effect on the tasks (Ogunlana, 2017). Recognition of stakeholders belongs to the task preparation procedure, contains raising people and teams thought about by the task or be affected by it, ideal methods can after that be developed as well as carried out to take full advantage of a stakeholder's favorable impact. This comes to be a crucial danger monitoring problem for task supervisors. Failing to ideal the link in between the threat administration and stakeholder's administration has actually resulted in plenty of job failings (Malunga & Banda, 2016).

A stakeholder duty and assistance rely on the scenario and the problems, proceeding and assistance cannot be presumed, stakeholder category techniques have actually been established to try to recognize each stakeholder's relevance to the task, as well as specify one of the most suitable partnerships in monitoring. A stakeholder can be a customer or a purchaser, one design group stakeholders are based upon examining the stakeholder connection with the job, and also the necessity of stakeholders assert on the job resulting in a detail supervisory activity (Otim & Alinaitwe, 2011).

A number of scholars like Yang, Wang and Jin, (2014) indicated that stakeholder participation on Program for Motor Car Air Pollution Control, PROCONVE task recognition, enhance the minimizing the exhaust of contaminants and made PROCONVE 7 (P7), legitimate for the fleet of buses as well as vehicles created from as early as 2012.

All individuals' participation impacts the business and adds to the task's success. Stakeholders detail the vision of advertising brand-new as well as enhanced choice-making by establishing devices and information training needed for execution of the job. The major concentrate on the tasks needed to get on sustaining the applications of the tasks monitoring in contrast to producing choice-making structure, information ought to be offered to sustain the tradeoffs evaluation needed for job monitoring (Walker, 2015). Task administration abilities are really vital, this is due to the fact that the administration abilities offer the will, the power as well as instructions from the moment the job is developed to the moment the job is ended. Restricted abilities provide the recovery program undirected, with much less power or stable (Winch, 2010).

Contributor firms are yet to include various other stakeholders that are associated with the efficiency of discharge control jobs. Recovery of roadway task donor firms, have the objective of financing the job, surveillance, reviewing as part of their objective they should make certain that this job lives to see their conclusion and also impact environmental management. Federal governments are also a fundamental part of stakeholders, they intend to make certain both tasks as well as tax obligation profits are steady and preserved. It is the factor that the federal governments are so happy to release significant company (GOK, 2009).

Research Gaps

The study by Ogunlana et al, (2012) consisted of a contextual gap since it only discussed on the challenges of construction industry in developing countries. Another study by Nyonje et al. (2012) consisted of conceptual gaps since it concentrated more on the monitoring and evaluations of projects rather than the project initiation phase of projects and programmes. In addition, studies by Menoka (2014) and Yang, Wang and Jin, (2014) consisted of conceptual gaps since they discussed on stakeholder participation on different projects and not the road construction projects. Therefore, none of them focused on how these apply in the Somaliland case. It is evident therefore that a literature gap exists on stakeholder participation completion of rehabilitation funded road projects in Somalia. This study therefore seeks to fill this gap by examining influence of stakeholders Completion of UNJPLG Road Rehabilitation Projects in Somalia.

RESEARCH METHODOLOGY

This research study adopted a descriptive cross-sectional survey design. This design helped the study to collect quantitative and qualitative data. These provided responses on information required by the study and that helped to provide answer regarding the existing position of the phenomenon under study. Moreover, this research design was appropriate to enable the study to determine the influence of project planning on road rehabilitation project completion in Somaliland focusing on UNJPLG road rehabilitation projects. The target population was 250 staff working at UNJPLG road rehabilitation projects. The study population included project engineers, clerk of works, project managers, contractors, supervisors, community leaders, and donors making total of 250 respondents. The research study used stratified random sampling method to pick participants that stood for the target

populace. This resulted to a sample size of 154 respondents which was computed using the Yamane (1967) formula.

The study further used structured questionnaires which consisted of both open-ended and closed-ended questions to collect data from the selected respondents. A pilot study was also conducted to test the validity and reliability of the questionnaires. After data was collected, it was examined for efficiency, clarity and clearness. Coding was done on the basis of the place of the participants. Measurable information was evaluated utilizing Statistical Package for Social Sciences (SPSS Version 21) for Microsoft home windows, that included detailed and inferential analysis. Data was presented using chart, frequency tables and pie charts.

RESULTS

Response Rate

Administration of the questionnaires was conducted on all the 154 targeted respondents in the sample. Those who filled the questionnaires and successfully returned them were 96 which was a return rate of 62 percent. Millar and Dillman (2016) observed that for a research study to have reliable results, it needs to have a response rate of 60 percent or above. Using this standard, the 62 percent response rate achieved in this study was considered adequate. This response rate was accomplished after frequent reminders through personal visits, telephone calls and e-mail to the respondents who had been left with the questionnaires.

Demographic Characteristics

The study investigated demographic features of the respondents including the age, role of the respondents and the number of years the respondents had worked.

Age of Respondents

Regarding respondents' age, findings are presented in Table 1.

Table 1: Age of Respondents

Age category in years	Frequency	Percent
18-25	7	7.3
26-35	35	36.5
36-40	21	21.9
41-50	28	29.2
51 and above	5	5.2
Total	96	100.0

Results presented in Table 1 show that 36.5 percent of the respondents were aged between 26 and 35 years while 29.2 percent were between the age of 41 and 50 years. Those who were aged over 50 years were 5.2 percent. These findings depict that the respondents involved in the road rehabilitation projects by United Nation Joint Programme on Local

Governance are made up of a diverse mixture of all age groups while majority are young and middle aged.

Years of Service in Road Rehabilitation Projects

The study investigated the length of time in years that the respondents had been working at in road rehabilitation projects by United Nations Joint Programme on Local Governance. Results are offered in Table 2.

Table 2: Years of Service

Categories	Frequency	Percent
Less than 3 years	17	17.7
3 to 9 years	35	36.5
10 to 12 years	26	27.1
Over 12 years	18	18.8
Total	96	100.0

Study results provided in Table 2 reveal that 36.5 percent of the respondents had worked at road rehabilitation projects by United Nation Joint Programme on Local Governance for 3 to 9 years while those who had worked for less than 3 years were 17.7 percent. These results suggest that the respondents who had worked in the road rehabilitation projects for more than three years were more than 80 percent hence indicating that most of the respondents could give the requisite information regarding project management in the road rehabilitation projects and completion.

Road Rehabilitation Project Initiation

The study sought to assess the project initiation practices. This section provides descriptive analysis (means and standard deviations) of the responses regarding project initiation. Statements regarding project initiation were provided to the respondents. Respondents were required to indicate how those statements related to road rehabilitation projects by United Nation Joint Programme on Local Governance. The rating that was provided was on a scale of 1 – 5 (Strongly Disagree – Strongly agree). Analysis of the responses was through means and standard deviations and the results are presented in Table 3.

Findings presented in Table 4.3 indicate that respondents agreed that the benefits of the road rehabilitation projects are effectively provided by United Nations Joint Programme on Local Governance which enhances their completion (mean = 4.2; std deviation = 1.012). Moreover, respondents agreed to the postulation that the purpose and objectives of road rehabilitation projects are well outlined by United Nations Joint Programme on Local Governance which improves completion of the road rehabilitation projects (mean = 4.1; std deviation = 1.010). Further, respondents concurred to the argument that a clear work breakdown structure is created by United Nations Joint Programme on Local Governance which enhances their completion from the road rehabilitation project plan (mean = 3.71; std deviation = 1.055). However, respondents were neutral on statements that all key stakeholders in the road rehabilitation projects are made to understand the objectives of the

rehabilitation projects by United Nations Joint Programme on Local Governance which enhances their completion (mean = 3.19; std deviation = 1.055), and that there was clarity in communication of the objectives and scope of the road rehabilitation projects by United Nations Joint Programme on Local Governance which enhances the completion of the road rehabilitation projects (mean = 2.98; std deviation = 0.929). Respondents disagreed that there are adequate stakeholder consultations when the road rehabilitation projects by United Nations Joint Programme on Local Governance are planned (mean = 2.36; std deviation = 1.139).

Table 3: Project Initiation in Road Rehabilitation Projects

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
The benefits of the road rehabilitation projects are effectively provided by United Nations Joint Programme on Local Governance which enhances their completion	47	38	3	8	4	4.20	1.012
The purpose and objectives of road rehabilitation projects are well outlined by United Nations Joint Programme on Local Governance which improves accomplishment of the road rehabilitation projects	43	37	2	7	11	4.10	1.010
All key stakeholders in the road rehabilitation projects are made to understand the objectives of the rehabilitation projects by United Nations Joint Programme on Local Governance which enhances their completion	6	42	5	45	2	3.19	.921
There are adequate stakeholder consultations when the road rehabilitation projects by United Nations Joint Programme on Local Governance are planned	11	21	2	41	25	2.36	1.139
A clear work breakdown structure is created by United Nations Joint Programme on Local Governance which enhances their completion from the road rehabilitation project plan	22	48	2	17	11	3.71	1.055
There is clarity of communication of the objectives and scope of the road rehabilitation projects by United Nations Joint Programme on Local Governance which enhances the completion of the road rehabilitation projects	2	43	2	46	7	2.98	.929
Mean of weighted means						3.42	

Mean of weighted mean was 3.42 indicating that respondents were neutral to the effectiveness of project initiation. This implies that project initiation was average meaning not very effective and at the same time not very ineffective. For instance, the benefits effectively provided, and the purpose and objectives well outlined. Moreover, there was clarity in breaking down the road rehabilitations projects into tasks. The findings however depict that communication to the different stakeholders was not effectively conducted and at the same time, there were weaknesses in clarity of communication of the objectives and scope of the road rehabilitation projects. Further, key stakeholders seem not to have been effectively consulted during initiation of the road rehabilitation projects.

Completion of Road Rehabilitation Projects

The study's dependent variable was completion of road rehabilitation projects. The degree of completion was assessed by the respondents rating the completion rate or success of road rehabilitation projects on a five-point (1-5) Likert scale (Not at all - Very Great extent). The completion was measured on various perspectives including customer satisfaction, quality of Road Rehabilitation Projects, cost efficiency and timeliness in completion of road rehabilitation projects. Means and standard deviations were used to analyze the responses and the results presented in Table 4.

Table 4: Completion of road rehabilitation projects

Completion perspective	1 (%)	2 (%)	3 (%)	4 (%)	5 (%)	Mean	Std. Deviation
Client satisfaction of UNJPLG Road Rehabilitation Projects	4	36	1	45	14	4.06	.965
Quality of UNJPLG Road Rehabilitation Projects	2	3	22	44	29	3.95	.913
Cost efficiency in UNJPLG Road Rehabilitation Projects	24	6	2	31	37	3.68	.980
Timeliness in completion of UNJPLG Road Rehabilitation Projects	2	22	8	31	37	4.18	1.141
Mean of weighted means						3.97	

Results provided in Table 4 reveal that United Nation Joint Programme on Local Governance completed to a great extent the roads to the satisfaction of clients (mean = 4.06; std deviation = 0.965). Moreover, respondents agreed that United Nation Joint Programme on Local Governance completed the road rehabilitation projects on time to a great extent (mean = 4.18; std deviation = 1.141) and completed the roads to the desired quality to a great extent (mean = 3.95; std deviation = 0.913). Further, study results showed that research participants were of the view that the road rehabilitation projects were completed cost effectively to a great extent (mean = 3.68; std deviation = 0.980). These study results imply that the road rehabilitation projects were largely completed successfully.

Regression Analysis

A regression analysis was conducted to determine the effect of project initiation on completion of road projects in Somaliland. Table 5 presents results of the regression summary.

Table 5: Regression Coefficients

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.352	.517		.680	.498
Project Initiation	.263	.097	.240	2.699	.008

Findings presented in Table 5 reveal that project initiation had a significant positive effect on completion of road rehabilitation projects in Somaliland ($\beta = 0.263$; $p = 0.008$). The findings imply that an improvement of projection initiation process by a scale of one unit would result to improvement in completion of road rehabilitation projects in Somaliland by a scale of 0.263.

Qualitative Analysis

The questionnaire had open-ended questions for each section enquiring on the improvements that the respondents could recommend for future projects. This included recommendations for project initiation.

Project Initiation

First, an open question was posed to the research participants enquiring on the improvements they would recommend regarding initiation of future road rehabilitation projects by United Nation Joint Programme on Local Governance. Various responses were provided and the major themes in those responses centred on stakeholder engagement, employee involvement, effective coordination and communication and objective feasibility.

Most respondents indicated that future road rehabilitation projects by United Nation Joint Programme on Local Governance should incorporate the views of key stakeholders including the community, donors, government and employees. Further, respondents were of the view that communication of the vision, mission and objectives of any project should be done effectively to ensure that all involved in its implementation are moving in the same direction. Moreover, buy-in from the various stakeholders was considered important as it ensures support throughout the process.

Summary, Conclusions and Recommendations

Summary

The study established that project initiation had a significant influence on completion of road rehabilitation projects by United Nation Joint Programme on Local Governance. Findings indicate that the benefits of the road rehabilitation projects are effectively provided by United Nations Joint Programme on Local Governance which enhances their completion. Moreover, the purpose and objectives of road rehabilitation projects are well outlined by United Nations Joint Programme on Local Governance which improves completion of the road rehabilitation projects. Further, a clear work breakdown structure is created by United Nations Joint Programme on Local Governance which enhances their completion from the road rehabilitation project plan.

Conclusion

The study concluded that project initiation significantly influenced success of road rehabilitation projects by United Nation Joint Programme on Local Governance. Though most aspects of initiation were effectively conducted, some were poorly managed. Those effectively managed included effectively providing of benefits of road rehabilitation projects, clarity in purpose and objectives of the road rehabilitation projects and having a clear work breakdown structure from the road rehabilitation project plan. Those activities poorly managed included employee involvement, participation of key stakeholders and clarity of communication of the objectives and scope of the road rehabilitation projects.

Recommendations

Based on the study findings and conclusion, the researcher recommended that;

1. United Nation Joint Programme on Local Governance should effectively engage key stakeholders during the scoping stage of any future road rehabilitation projects.
2. The organization should also ensure that all key stakeholders including employees are consulted and involved in drafting any project plan. This is expected to enhance buy-in and reduce resistance during the changes that will take place in the implementation phase.
3. The United Nations Joint Programme on Local Governance should ensure that control procedures are put into place to certify that all activities are monitored as execution progresses.
4. The theories used, that is Stakeholder theory and the Theory of Reasoned Actions were found applicable to this study and can be used by other scholars in studies related to the research topic.

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