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

Karuri Solomon Waiganjo, Ann Wangui Karanja



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^{1*}Karuri Solomon Waiganjo

¹Post Graduate Student: University of Nairobi, Kenya

***Corresponding Author's Email: s.waiganjo@gmail.com**

²Ann Wangui Karanja

²Post Graduate Student: University of Nairobi, Kenya

Email: akwangui33@gmail.com

Abstract

Purpose: The purpose of this study was to examine the influence of project planning 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 United Nations Joint Programme on Local Governance (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: Results determined that project planning had a significant influence on completion of road rehabilitation projects by UNJPLG. Findings imply that there is an effective road rehabilitation project management plan by United Nations Joint Programme on Local Governance, which enhances their completion. There is also a suitable subdivision of the road rehabilitation project activities into tasks and sub-activities by UNJPLG which enhances their completion. Moreover, goals for the road rehabilitation projects are well drafted by United Nations Joint Programme on Local Governance which enhances the completion of the projects.

Recommendations: United Nations Joint Programme on Local Governance should seek involvement of all key stakeholders in implementation of road rehabilitation projects to enable them to understand the plans and activities in the planning phase. When coming up with a schedule of tasks and activities, top management should ensure that all levels of the organization are involved so that the plans can be owned by all employees and key stakeholders.

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

INTRODUCTION

The techniques and processes in all the five phases of project administration positively affect the project activities (O'Halloran, 2014). It consists of numerous tasks, such as choice making on which jobs were to be provided primary issue, which jobs are to be included in or deserted from the profile, and know exactly how to allot resources for various tasks. 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 to 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 seriousness are essential stakeholder qualities. A job supervisor is called 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 (Navon, 2005).

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 is 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 and 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 & Chandrasekhar, 2012).

In Somalia, road rehabilitation projects require high capital investment to increase the service life of the primary and secondary road network; help improve Department of Highway's (DOH) capacity for road maintenance; strengthen the technical, financial resource and administrative capacity of Mogadishu Central Workshops (MWA) and Ministry of Posts and Telecommunications (MPT) (World Bank, 2014). The rehabilitation of Mogadishu-Baidoa-Belet-Hawo road project, Mogadishu-Beledweyne-Galkayo road, Berbera-Burco-Galkayo Road project has also engaged local and international stakeholders. The engagement with stakeholders is centered on the effects of rehabilitation projects on the natural, economic, social and political environment. However, influence of PMLC on completion of road rehabilitation projects in Somalia has not been examined (RICS Research, 2016).

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. 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.

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, Muriira & Nyangena, 2000). 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 and 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 such as 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 planning on completion of road rehabilitation project in Somaliland focusing on UNJPLG road rehabilitation projects.

Objective of the Study

The objective of this study was to examine the influence of project planning on completion of United Nations Joint Programme on Local Governance road rehabilitation projects.

Significance of the Study

This study's findings may be relevant to the management in UNJPLG Road Rehabilitation Projects when making decisions in the midst of competitive market and divergent donor requirements. The finding would be helpful to the management in decision making in regard to enhancing stakeholder participation for road rehabilitation construction projects completion. The study could also be valuable to the management board of UNJPLG Road rehabilitation Projects by providing in-depth

evidence on how project planning could influence completion of UNJPLG Road Rehabilitation Projects.

The results from this study could enable the government and policy makers to gain insight on the importance of the project planning in completion of UNJPLG Road Rehabilitation Projects. This could enable the policy makers to devise measures and informed policies to enhance and improve stakeholder's participation in UNJPLG Road Rehabilitation Projects. This will also be confirmed by their heightened capacity to formulate effective project planning strategies so as to enhance success of UNJPLG Road Rehabilitation Projects.

The findings and recommendations that will be provided by this study might be valuable to researchers to inquire more knowledge on the effect of the project planning on rehabilitation road projects in Somalia, and the academicians to understand more on socioeconomic factors influencing implementation of road projects in Somalia.

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 simple 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, provided and utilized in a variety of manner which are fairly distinctive, and 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 that 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 that is they make methodical use of details readily available to them prior to 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 favorable 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 favorably. This concept can be put on to 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 participate 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 in incorporated water source and monitoring in area 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.

O'Halloran (2014) examined the understanding of stakeholder monitoring among job supervisors in the building market in Ireland. The result of the key research study revealed that job supervisors in the Irish building market thought about the large bulk of stakeholder evaluation and also involvement techniques as reliable. The particular technique taken on is typically based on the qualities of the task and also stakeholders. The outcomes recommend building and construction task supervisors in Ireland are most likely to take on stakeholder administration procedures according to a standard method. Additionally, the participants highly support making use of a job stakeholder register as well as the main duty of stakeholder administration in supplying effective tasks (Eriksson, 2013).

Project Planning and Project Completion of Road Rehabilitation Project

Stakeholder engagement in task preparation entails recognition of the job's goal, the requirements of needed task sources and also their allotment and the resolution of the approaches to be made use of, to provide the job final product, react to crucial occasions as well as examine tasks and also results. The advantages of stakeholder involvement in the roadway recovery job preparing

procedure, consist of a decrease in suspect of the job procedure or result, a rise in dedication to the job purposes and procedures, as well as increased integrity of the job's result (Nyonje et al 2012).

A partnership in between stakeholder involvement in roadway building and construction task preparation, and their result on job conclusion price was researched by Meredith (2013) in Japan According to their verdict, stakeholder involvement has an influence on various roadway recovery job, task preparation, source appropriation choice as well as, on job efficiency. Leesard (2011) says that stakeholder engagement in roadway recovery task preparation includes; stakeholder join figuring out just how to prepare, establishing the extent declaration, choosing the preparation group, determining deliverables as well as developing the job break down framework, recognizing the tasks required to finish those deliverables as well as networking the tasks in their sensible series, approximating the source needs for the tasks, approximating time and price for tasks, establishing the timetable, creating the spending plan, threat preparation; obtaining official authorization to start job (Rusare & Jay, 2015).

In addition, procedures such as preparing for interactions and also for extent administration, determining functions and obligations, establishing what to buy for the task as well as holding a kick-off conference are likewise normally suggested. One of the most typical devices or approaches made use of in the stakeholder engagement in roadway building and construction drawing board are job plan and milestones reviews. Stakeholder's roadway rehab task is involved completely in the drawing board. At this degree, the task authorities prepare the job spending plan, job strategy and open up a checking account for the job funds to be carried with (Madeeha & Imran, 2014). The District Works Officer that is a government authority that aids in preparation of the expenses for the amount job. The various other appropriate department heads authorize the budget plan and job prepare for the tasks in their pertinent areas. The goals of involving stakeholders in roadway building preparation consist of examining, preparing for, organizing, collaborating, regulating and details monitoring so as to impact success of the road building project.

RESEARCH METHODOLOGY

This research study adopted a descriptive cross-sectional survey design. This style was additionally useful in accumulating both quantitative and qualitative information to give an excellent deepness of actions leading to a much better and also intricate understanding of the sensation under research. 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 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. 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 7.3 percent of the respondents were aged between 18-25 years, 36.5 percent of the respondents were aged between 26 and 35 years, 21.9 percent were aged between 36-40 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 Nation 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.

Project Planning in Road Rehabilitation Projects

The effect of project planning on the conclusion of road rehabilitation projects in projects by United Nations Joint Programme on Local Governance was assessed. This section provides descriptive analysis (standard deviations and means) of the responses regarding planning. Statements regarding project planning were provided to the respondents. The respondents were required to indicate how those statements related to road rehabilitation projects by United Nations Joint Programme on Local Governance. The rating that was provided was on a rating scale of 1 to 5 (Strongly Disagree - Strongly agree). Analysis of the responses was through means and standard deviations and Table 3 provides the results.

Findings presented in Table 3 depict that respondents agreed to all the listed statements. Most importantly, respondents agreed that there is an effective road rehabilitation project management plan by United Nations Joint Programme on Local Governance which enhances their completion (mean = 4.05; std deviation = 0.922), there is proper subdivision of the road rehabilitation project activities into tasks and sub-activities by United Nations Joint Programme on Local Governance which enhances their completion (mean = 4.04; std deviation = 0.810) and also agreed that goals for the road rehabilitation projects are well drafted by United Nations Joint Programme on Local Governance which enhances the completion of the projects (mean = 3.85; std deviation = 0.786).

Further, respondents agreed that all the essential activities to offer the expected outcomes of the road rehabilitation projects are recognized and assigned enough resources and time by United Nations Joint Programme on Local Governance which enhances their completion (mean = 3.79; std deviation = 0.994) and that all the road rehabilitation project outputs are clearly listed, adequate resources allocated by United Nations Joint Programme on Local Governance which enhances their completion (mean = 3.60; std deviation = 0.931). Similarly, respondents agreed that there were effective milestones and deliverable of each activity in the road rehabilitation projects (mean = 3.54; std deviation = 0.968).

Table 3: Road Rehabilitation Project Planning

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Dev
Goals for the road rehabilitation projects are well drafted by United Nations Joint Programme on Local Governance which enhances the completion of the projects	32	36	4	23	5	3.85	.786
All the road rehabilitation project outputs are evidently itemized, and satisfactory resources assigned by United Nations Joint Programme on Local Governance which enhances their completion	18	38	6	30	7	3.60	.931
All the activities necessary to deliver the deliverables of the road rehabilitation projects are acknowledged and assigned adequate resources and time by United Nations Joint Programme on Local Governance which enhances their completion	26	40	24	8	2	3.79	.994
There is appropriate subdivision of the road rehabilitation project activities into tasks and sub-activities by United Nations Joint Programme on Local Governance which enhances their completion	51	26	9	3	11	4.04	.810
There were appropriate milestones and deliverables of each task in the road rehabilitation projects	24	35	17	21	3	3.54	.968
There is an effective road rehabilitation project management plan by United Nations Joint Programme on Local Governance which enhances their completion.	34	45	15	4	2	4.05	.922
Mean of weighted means						3.81	

The mean of weighted means was 3.81. This showed that respondents agreed to the provided statements regarding project planning in road rehabilitations projects. Moreover, the findings imply that project planning was conducted effectively and most of the best practices including clarity of goals, effective allocation of resources, effective subdivision of road rehabilitation project activities into sub-activities, tasks and effective project management plan were observed. This effective project planning was seen to have a significant effect on road rehabilitation project completion.

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 analyse 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. Dev
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 planning 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 Planning	.255	.086	.237	2.977	.004

Results also determined that project planning had a significant positive influence on completion of road rehabilitation projects in Somaliland ($\beta = 0.255$; $p = 0.004$). These findings imply that an improvement of project planning process by a scale of one unit would result to improvement in completion of road rehabilitation projects in Somaliland by a scale of 0.255.

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 Planning

Regarding project planning, most respondents were of the opinion that involvement of all key stakeholders would be important in future to enable the stakeholders to own the road rehabilitation projects. Respondents further argued that stakeholders would be more committed to execute projects that they were involved in planning and hence the successful completion of such projects would be enhanced.

Further on project planning, respondents stated that in the planning stage, the project team should confirm that there are suitable financial and human resources so that when it comes to implementation, the project would not be marred by resource inadequacies. Additionally, respondents indicated that planning should consider the expected risks and constraints and therefore should not be too optimistic, but realistic.

Summary, Conclusions and Recommendations

Summary

Results determined that project planning had a significant influence on completion of road rehabilitation projects by United Nations Joint Programme on Local Governance. Findings imply that there is an effective road rehabilitation project management plan by United Nations Joint Programme on Local Governance, which enhances their completion. There is also a suitable subdivision of the road rehabilitation project activities into tasks and sub-activities by United Nations Joint Programme on Local Governance which enhances their completion. Moreover, goals for the road rehabilitation projects are well drafted by United Nations Joint Programme on Local Governance which enhances the completion of the projects. Further, all the activities essential to deliver the outcomes of the road rehabilitation projects are acknowledged and assigned enough resources and time by United Nations Joint Programme on Local Governance which enhances their completion. Similarly, there were suitable milestones and deliverable of each task in the road rehabilitation projects.

Conclusion

The study concluded that project planning had a significant effect on completion of road rehabilitation projects by United Nations Joint Programme on Local Governance. Most of the activities in the project planning phase were effectively conducted. Specifically, there was an operational project management strategy throughout the road rehabilitation projects, there was appropriate subdivision of the road rehabilitation projects activities into tasks and sub-activities and clarity in detailing expected outputs and resource allocation.

Recommendations

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

1. United Nations Joint Programme on Local Governance should seek involvement of all key stakeholders in implementation of road rehabilitation projects to enable them to understand

the plans and activities in the planning phase. When coming up with a schedule of tasks and activities, top management should ensure that all levels of the organization are involved so that the plans can be owned by all employees and key stakeholders.

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