



**DRIVERS OF TIMELY COMPLETION OF NATIONAL GOVERNMENT
CONSTITUENCY DEVELOPMENT FUND SCHOOL CONSTRUCTION PROJECTS IN
KIAMBU COUNTY, KENYA**

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ABSTRACT

Education is key for social-economic prosperity of a nation. Good infrastructure supports learning. However, most public primary and secondary schools in Kenya lack enough resources and they therefore target NG-CDF for their school construction projects. It is on this basis that the study sought to establish the effects of drivers of timely completion of the NG-CDF school construction projects in Kiambu County, Kenya. Specific objectives were; to establish the effect of project planning, to assess the impact project leadership, to assess the impact of M/E and to evaluate the effect of project risk management on the timely completion of the NG- CDF school construction projects in Kiambu County, Kenya. The study adopted Agency theory, Contingency management theory and Stakeholder's theory to build up the literature. The study was based on 184 NG-CDF completed school construction projects between 2017 and 2021 in 3 constituencies; Ruiru, Thika Town and Kiambu. Primary data was collection using structured questionnaires with closed-ended questions. Complete enumeration method was adopted for data collection. From a total of 144 questionnaires issued to the school heads and NG-CDF officers, 130 questionnaires were filled and returned forming 90.3% response rate. Reliability of the research instrument was tested to measure the internal consistency of the responses using Cronbach-alpha test with alpha value of 0.7. Descriptive survey method involving quantitative research approach and design was adopted. Descriptive and inferential data analysis was done using SPSS version 25 and presented through percentages, frequencies, mean and standard deviation. Regression and correlation of the variables was analyzed. The study found that project risk management had a positive and significant effect on timely completion of NG-CDF school construction projects. The study recommend that project managers should ensure a holistic project risk management through identifying each potential individual risk and taking possible measures. Although project planning, project leadership and M/E were statistically found to have no significant effect on timely completion, they had a positive effect on timely completion of NG-CDF school construction projects. The study recommends that project managers should; have a well laid project plan and in harmony with the strategic plan, use different leadership styles, ensure participatory M/E; consider capacity building to raise more awareness, offer more training and also ensure task monitoring. The results showed that project planning, project leadership, M/E and project risk management causes 54.3% variation on the timely completion of NG-CDF construction projects therefore further study should be done to cover other factors not included in this study. The study should also be replicated in other counties.

Key Words: timely completion, project planning, project leadership

INTRODUCTION

Constituency development Funds (CDFs) channel the funds from the central government to each constituency to be spent on development projects which are intended to address the local needs. A joint note by Wolfensohn and Fischer (2020), shows that early 1999, the world bank made a proposal for the Comprehensive Development Framework (CDF) as a way of ensuring that countries manage resources as well as knowledge in order to design and implement strategies that can effectively help in achieving economic development and reduction of poverty. Although the CDFs operates differently based on the context of what they are addressing, one common element is that, the constituency legislators have some influence over how the funds are spent in the different projects. Alison (2017) recognizes the need to have a rationale for creating the CDF which can include the need to provide funds for Members of Parliament (MPs) with heavy burdens to address the community development needs. In view of this, there is need to incorporate the current trends in development so as to achieve long term vision. This would therefore mean that countries need to strike a balance on good microeconomic and financial management which involve good social, structural and human policies.

Since 1995, Canada has been partnering with other associations and Banks to help uplift the lives of many across continents including Eastern Europe and middle East, America as well as Asia. Canada has been involved in a number of CDF projects in Africa as well, such as; Climate Resilience and Co-operatives in Ethiopia (CRCE) 2012-2014, in Malawi, INVEST Co-op in Malawi (2015-2019) and Sustainable Livelihoods through SACCOs (2011-2015), Ghana Credit Union Development Assistance Program (GCUADAP) 1995-2001 and Strengthening CUA in Reaching the Rural poor (2009-2015), in Malawi, Ethiopia and Tanzania, there is improving Rural Financial Inclusion through Financial Co-operatives (IRFITCO) 2017-2021. In Rwanda, there is Rwanda Co-operative Agricultural Growth (RCAG) 2011-2016. For these mentioned few projects among many more, we see the need to address the needs of the communities at the grass-root levels.

In UK, there is an equally interesting issue where there is identification of the CDFs in the economically advanced systems though with constituency- based politics. According to Baskin (2018), some increased parliamentary involvement in the grassroots projects in many countries such as Bhutan, Jamaica, Pakistan, India, Malawi, Mexico, Namibia, Nigeria, Uganda, Tanzania as well as Kenya was noted. Others countries which have adopted CDF include; southern Sudan, Nepal, Solomon Islands, Honduras.

The National Government Constituencies Development Fund (NG-CDF) formerly Constituency Development Fund (CDF) was created by the Constituencies Development Fund Act, 2003 with the main objective being; to address community needs at the grass root levels. The fund was managed by the Constituencies Development Fund Board (CDFB) and in January 2013, the CDF Act 2003 (as amended in 2017) was repealed and replaced with CDF Act 2013 that is aligned with the Constitution of Kenya passed in 2010. Later, this Act was succeeded by the current NG-CDF (Amendment) Act 2016 where the fund is limited within the Ministry of Devolution and Planning which is in charge of national economic policy and planning with the major purpose being to enhance infrastructural and socio-economic development at the lower levels in the society by dedicating a minimum of 2.5% of the National Government ordinary revenue towards the identified community projects.

Kiambu County is in the former the central province of Kenya, covers a total area of 2,449.2 km². It consists of 12 constituencies with 40% being rural and 60% urban. This means that the

region heavily relies on agriculture as well as industrial production as seen by so many major industries established in most of its constituencies such as Ruiru, Thika Town and Kiambu. According to 2019 census report, Kiambu County was rated second after Nairobi County, with an estimated population of 2,417,735 persons which represents a 48.9 percentage increase from an estimated population of 1,623,282 persons in 2009 census.

Report about Kiambu Kenya District Primary Education Profile from Education Policy and data Center shows that from this population, only 39.2 % have reached to secondary school or higher thus the need to support education since population pressure is one of the major factors contributing to high rate of poverty especially in the informal settlements of Thika, Ruiru and Juja constituencies. Additionally, that there are 576 public and 349 private primary schools as well as 227 public and 76 private secondary schools in Kiambu County with an estimated enrollment of 295,409 pupils in primary school and 89,065 students in secondary schools.

Statement of the Problem

According to PMBOK Guide (5th Edition), a project as a temporary endeavor, seeks to deliver a unique product or service within the constraints set by time, budget as well as the scope in a unique setting in an institution. According to Alexandrora (2012) & Musyoka (2020), in order to have a project delivered on time and on budget, management practices are supposed to be carefully done while involving competent project managers. And since “time is money”, if not well managed, it can result to huge cost as well unmet project’s objectives.

NG-CDF projects are supposed to address the community’s needs at the grass root level and help in transforming the economic life of the society members leading to poverty reduction. From the 2019 census report, Kiambu County was reported as the second in the list of counties with a large population size in Kenya having population of 2,417,735 people an increase of 48.9% from a population of 1,623,282 people in 2009 a clear indication of increased needs and demand for merit and public goods such as education and as well as their timely delivery. Currently, Kiambu County has a list of 476 public primary schools and 271 public Secondary schools whose main source of funds for construction projects is the NG-CDF.

The county government of Kiambu Ad Hoc committee report of 2018, showed that a number of schools in Kiambu County both primary and secondary schools were benefiting from the NG-CDF. Additionally, the report showed that introduction of the free primary education as well as increased infrastructure due to NG-CDF had led to increased literacy rate in the region. The recommendations made on the report of auditor general in June 2016, emphasized on the recognition on identification of schools both primary and secondary in need of infrastructural development and that the resources should be allocated in a more targeted approach that can ensure schools with dire needs would benefit from such funds.

The 2016, audit report showed that only 40% of the proposed CDF projects in Kiambu County were completed and 60% of those projects were not completed and some were concluded to be inadequate. The records from the NG-CDF offices in 3 constituencies; Ruiru, Thika Town, and Kiambu considered in this study, and which constitute 25% of the constituencies in Kiambu County, showed that between 2017 and 2021, out of the 347 proposed school construction projects only 184 (53%) were fully implemented and in use while 163 (47%) of the said projects were not completed; out of which 23% were ongoing and 24% of the projects were not yet started. Nevertheless, there is no documented information or explanation given in regard to the uncompleted and non-implemented projects, a reason for this study to investigate about drivers of timely completion of the NG-CDF school construction projects in Kiambu County.

Some of the causative factors affecting CDF project's performance as shown by studies done include; lack of adequate managerial skills (Gathoni & Ngugi, 2016) though the types of managerial skills found to be ineffective were not clearly outlined which would be important for other NG-CDF projects to benefit. Gitau & Kimencu (2019) in their study on the effect of project selection criteria on performance of NG-CDF projects in Ruiru Constituency involving alignment of projects with strategy, project feasibility, community participation and capacity to implement the projects showed most respondents were happy with the completed projects, however the researcher pointed out lack of proper project documentation on the scope, time and budget strategic plans which made it hard to make conclusions on the factors investigated.

Kamau & Muturi (2015) attributes the problem of incomplete CDF projects to; project design change, political influence, inflation, contractor's poor performance, change of project leadership, project finance structures that are inefficient and bureaucracy in the government in the management of the CDF projects. Additionally, from the various studies conducted in relation to factors affecting implementation or performance of the NG-CDF projects, little connection was drawn on project performance based on timely completion and in particular, there has been no research undertaken in exploring drivers of timely completion of the NG-CDF school construction projects in Kiambu County, a research gap that this study sought to address.

Research Objectives

- i. To establish the effect of project planning on the timely completion of the NG- CDF school construction projects in Kiambu County, Kenya.

LITERATURE REVIEW

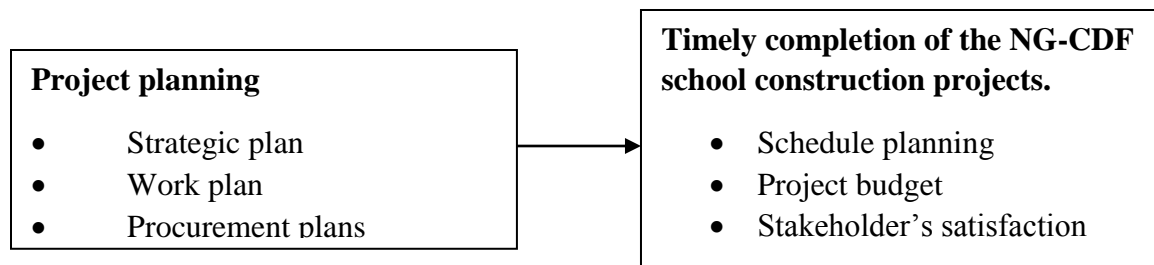
Agency Theory

Agency theory as originally proposed by Ross (1973), as economic theory of agency, explains a relationship between two parties whose goals are not the same. An agency relationship is defined as the contract between two or more parties one of whom (the Principal) engages the other (the Agent) to perform some work on their behalf and this involves delegating some decision making authority to the agent. The main aim of this theory is to specify the optimal contracts and the considerations under which such contracts may help reduce the effects of different goals. By assuming that human beings are individuals with self –interests, and who are rational in getting the benefit and don't like taking risks.

Berle and Means (1932) maintains that the separation of ownership from control produces a condition where the interests of owner(s) and managers often diverge and that discretionary power by managers exists. Findings from their empirical study showed that out of 200 largest American non-financial corporations, 88 were "management controlled". Their conclusion showed that the state seeks in some respects to regulate the corporation, while the corporation, strongly becoming more powerful and making every effort to avoid such regulation and even making some attempt to dominate the state to defend its interest. This shows that the law of corporation can set a base for a new constitutional law for businesses in the modern economy.

According to Pratt and Zeckhauser (1985), we see that, the principal and agent have a common economic interest in defining a monitoring-and-incentive structure that produces economic outcomes as close as possible to the economic outcome that would be produced if information monitoring were costless. No one seems to be willing to accept risk, in this case no one is willing to spend and amount because it would amount to cost and will reduce the benefit.

Conceptual Framework



Project planning and timely completion of the NG-CDF school construction projects

Before the start of any project, it is important to have a clear scope, plan, vision and goals which must be reachable and realistic in order to guide the project planning process (Adzmi & Hassan, 2018). Project planning, according to the PMBOK (5th Edition), is the second phase which comes after the project's initiation stage. It is a stage that follows after identification of the project team and acts as the heart of the project. In the planning stage, it is important to have NG-CDF school construction projects that are in line with the constituency strategic plan, also ensure that the work plan is well created as well as have proper procurement plans put into place as a way of ensuring timely project delivery.

In this stage, the project plans are documented, deliverables as well as project requirements are defined and there is also creation of the project schedule. A project plan according to Young (2014), is a formal document used to guide the project implementation and control. According to Elias (2016), the project plan lays clear understanding of the project's expectations for all participants leading to good coordination and setting ways that could lead to the project's completion. The created plans during this stage are supposed to help the team throughout the project implementation and closure phases. Additionally, recommendations are made on finding out how well such plans are communicated to all the stakeholders. A well-laid-out project plan should communicate to those involved on what is the way forward as well as how to achieve the set objectives.

Empirical Literature Review

Project planning and timely completion of NG-CDF school projects.

Many studies conducted in relation to project planning in the performance of projects. Murega, (2016), did a study on factors influencing the completion of the CDF water projects in North Imenti in Meru County, where the general objective of the study was to examine factors influencing the completion of the water CDF projects in the identified region with planning as one of the identified factors. The study had a target population of 1080 stakeholders and a sample of 200 was selected using stratified random sampling method. The results of the survey showed that the planning process provided direction to both the team and the members in the implementation of the CDF. There was assigning of responsibilities by the project managers and the team to the specific stakeholders for completing each task. Planning helped in the identification of what resources were required by the projects which helped in avoiding discontinuity of the said projects. The findings also indicated that most CDF projects in the region were experiencing problems at different times before being completed and planning helped in addressing the problems on time. The study recommended the involvement of the stakeholders in the pre-planning stage, assessment and the implementation of the CDF projects. The study did not show how planning influenced the completion of the CDF water projects in the region, that it only

showed how it prevented discontinuation and thus no effect about the projects' completion. Also the plans on how resources were acquired and if there was any strategic plan to refer to during planning process is not clear.

RESEARCH METHODOLOGY

This study adopted descriptive research design involving quantitative research approach and design as a blue print followed in completing a research study. The target respondents as the unit of observation in this study comprised of 106 school heads and 54 NG-CDF officers since they are much involved in the implementation of the NG-CDF school construction projects. This study adopted complete enumeration method for data collection. Additionally, a quantitative data involving numbers was collected (Creswell, 2017). The study's sample size was 160 respondents, out of whom, a sample of 16 respondents was taken for pilot study and from 144 questionnaires issued, for the actual study, 130 respondents gave their responses and 14 respondents did not respond, therefore the sample size for this study was 130 respondents. For this study, the target respondents were 160 respondents, out of whom, a sample of 16 respondents was taken for pilot study and the researcher administered 144 questionnaires for the actual study, out of whom, 130 respondents gave their responses and 14 respondents did not respond, therefore the sample size for this study was 130 respondents comprising of 90 school heads and 40 NG-CDF officers. Quantitative data was analyzed by use of both descriptive and inferential statistics with the help of a statistical software; the Statistical Package for Social Sciences (SPSS) version 25.

DATA ANALYSIS AND PRESENTATION

The study targeted 144 respondents. The researcher issued 144 questions, from which 130 were filled and returned. This formed a response rate of 90.3%. According to Mugenda (2009), a response rate of above 70% is excellent. Therefore, this study response rate is excellent.

Descriptive Statistics

Descriptive Statistics

Project Planning

Provided below are project planning factors under investigation. The respondents were asked to tick according to the rate in which they agree with the statement given. (1= Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree). The results were as shown in Table 1.

From the findings the respondents agreed that the county's strategic plan is used as a point of reference in the preparation of the NG-CDF school construction projects plans as shown by a mean of 4.439, a work plan is created and followed during project implementation as shown by a mean of 3.869, there is effective preparation of procurement plans which are incorporated in the project's plans as shown by a mean of 4.454 and project planning affects timely delivery of the NG-CDF school projects as shown by a mean of 3.846. The findings are in agreement with those of Murega, (2016) who found that planning process provided direction to both the team and the members in the implementation of the CDF. There was assigning of responsibilities by the project managers and the team to the specific stakeholders for completing each task. Planning helped in identification of what resources were required by the projects which helped in avoiding discontinuity of the said projects. Muriithi (2016) found that planning tools informed the other

independent variables where collection of baseline data, the needs assessment, implementation and evaluation faced problems and, in some projects, the said activities were not undertaken.

Table 1: Project Planning

	Factor Element	Mean	Std. dev
1.	The county’s strategic plan is used as a point of reference in the preparation of the NG-CDF school construction projects plans.	4.439	.880
2.	A work plan is created and followed during project implementation.	3.869	1.130
3.	There is effective preparation of procurement plans which are incorporated in the project’s plans.	4.454	.706
4.	Project planning affects timely delivery of the NG-CDF school projects	3.846	.984

Timely Completion of NG-CDF School Construction Projects

Provided below are Timely completion factors under investigation. The respondents were required to tick according to the rate in which you agree with the statement given. (1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly agree). The findings were as shown in table 2

According to the findings, the respondents agreed that there is schedule planning for each project as shown by a mean of 4.031, there is resource planning to have project budget that adequately meet the project’s needs as shown by a mean of 4.223, the completed projects meet the stakeholders’ satisfaction as shown by a mean of 4.269 and project completion is on the initial planned schedule as shown by a mean of 4.200.

Table 2: Timely Completion of NG-CDF School Construction Projects

	Factor Element	Mean	Std. Dev
1.	There is schedule planning for each project.	4.031	.767
2.	There is resource planning to have project budget that adequately meet the project’s needs	4.223	.770
3.	The completed projects meet the stakeholders’ satisfaction.	4.269	.713
4.	Project completion is on the initial planned schedule	4.200	.811

Correlational Analysis

The Pearson moment correlation was used to determine the relationship between the independent and dependent variables. The results were a shown in Table 3

From the findings, project planning had a positive correlation with timely completion of the NG-CDF school construction projects in Kiambu County, Kenya as shown by ($r = 0.240, p = 0.006$); project leadership had a positive correlation with timely completion of the NG- CDF school construction projects as shown by ($r = 0.556, p = 0.000$); monitoring and evaluation had a positive correlation with timely completion of the NG- CDF school construction projects as

shown by ($r = 0.448$, $p = 0.000$); and project risk management had a positive correlation with timely completion of the NG- CDF school construction projects as shown by ($r = 0.718$, $p = 0.000$).

Table 3: Correlational Analysis

		Timely completion of NG-CDF Project	Project planning
Timely completion of NG-CDF Project	Pearson Correlation	1	.240**
	Sig. (2-tailed)		.006
	N	130	130
Project planning	Pearson Correlation	.240**	1
	Sig. (2-tailed)	.006	
	N	130	130

Regression Analysis

The study conducted a multiple regression to determine the relationship between project planning, project leadership, monitoring and evaluation and project risk management and timely completion of the NG- CDF school construction projects in Kiambu County, Kenya.

Model Summary

The model summary was used to determine the variations of dependent variables due to changes in independent variables. The results were as shown in Table 4. From the findings the R square was 0.543. This implies that there was 54.3% variation in timely completion of the NG- CDF school construction projects due to changes in project planning, project leadership, monitoring and evaluation and project risk management. The remaining 45.7% implies that there were other factors affecting timely completion of the NG- CDF school construction projects that were not covered in this study.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.737 ^a	.543	.528	.41860

a. Predictors: (Constant), Risk Management, project planning, Project leadership, M&E

Analysis of Variance

ANOVA was used to determine whether the study model is significant. According to the findings, the p-value obtained was 0.000 which is less than 0.05, an indication that the model was significant. The findings also show that the f-statistic value (37.056) is greater than the F-critical value (2.444). Since the f-statistic value is greater than the f-critical value it shows that the model is reliable and can be used to predict timely completion of the NG- CDF school construction projects in Kiambu County, Kenya.

Table 5: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.973	4	6.493	37.056	.000 ^b
	Residual	21.904	125	.175		
	Total	47.877	129			

Conclusions

The study found that project planning had a positive relationship with timely completion of the NG- CDF school construction projects. Since the relationship is positive, a unit increase in project planning would result to an increase in timely completion of the NG- CDF school construction projects. The study concludes that project planning has a positive effect on timely completion of the NG- CDF school construction projects.

Recommendations

The study found that project planning had a positive effect on timely completion of NG-CDF school construction projects. The study recommends that the project managers should have a well laid project plan that communicates to those involved on what is the way forward as well as how to achieve the set objectives. In order to have a well-coordinated implementation of the NG-CDF projects, the plans must be in harmony with the strategic plan as well as the functioning plan.

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