INFLUENCE OF PROJECT MANAGEMENT PRACTICES ON TIMELY COMPLETION OF EDUCATION PROJECTS FUNDED BY BONDO NATIONAL GOVERNMENT CONSTITUENCY DEVELOPMENT FUND, SIAYA COUNTY, KENYA

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ABSTRACT

The main objective of this study was to investigate influence of project management practices on timely completion of education projects funded by Bondo National Government Constituency Development Fund, Siaya County, Kenya. The study adopted a descriptive research design. Primary data was collected using structured questionnaires. The study targeted population of 129 project management committee members form where Yamane's sampling formula was used to get a sample of 97 respondents. Data analysis was done using Statistical Package of Social Sciences, where descriptive and inferential statistics were computed and analyzed data presented in form of tables and graphs. From study findings, both descriptive and inferential statistics revealed that all independent variables (stakeholder involvement, quality control management, project fund management, project risk management) significantly influenced timely completion of completion of education projects funded by Bondo National Government Constituency Development Fund. The study concluded that effective involvement of stakeholder in the local school community and school managers can significantly influence timely completion of projects funded by Bondo National Government Constituency Development Fund; effective project fund management in terms efficient utilization of project funds without fund misappropriation can enhance timely completion of projects funded by Bondo National Government Constituency Development Fund. The study recommended that CDF project management committees of education projects should draw project committee membership from both the local communities and school management to enable them own the projects and thus fasten timely completion of education projects funded by Bondo National Government Constituency Development Fund. CDF project management committees should be equipped with current project risk management tools to enable them identify and control emerging project risks that hamper timely completion of education projects financed by Constituency Development Fund.

Key Words: *Risk Management, Fund Management, Quality Control, Stakeholder Involvement, Project Management*

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INTRODUCTION

The National Government Constituencies Development Fund (NG-CDF) formerly Constituencies Development Fund (CDF), is a fund established in 2003 through an Act of Parliament, the CDF Act 2003. The Act was later reviewed by the CDF (Amendment) Act 2007, and repealed by CDF Act, 2013 which was subsequently succeeded by the current NG-CDF (Amendment) Act 2016**.** The Fund is domiciled within the ministry in charge of national economic policy and planning, currently the Ministry of Devolution and Planning.

The main purpose of the fund is to enhance infrastructural and socio-economic development at the grass root level in order to reduce poverty. Two and half per cent (2.5%) of the National Government's share of annual revenue is dedicated towards community projects identified at constituency level by the communities (CDF Act, 2013).The fund is managed by the National Government CDF (NG-CDF) Board at the National level, the NG-CDF committees at the constituency level and the Project Management Committees (PMC) at the community level. The NG- CDF committees develops project proposals in consultation with wananchi through periodic ward level open forums, submits them to the NG-CDF Board for approval and facilitates the PMCs in the planning, implementation, and sustenance of the projects once completed. The project Management committees and the NG-CDF committees collaborates for efficient project management through technical support of relevant government departments within the sub-county.

Kenya, like the other third world countries faces many issues of delayed projects completion and uncompleted projects at large. For instance, some road construction projects in many parts have not been completed for more than 4 years since inception. Surprisingly, the World Bank finances this road construction projects, therefore, the essence of fund shortages might not be experienced unless the funds are embezzled. The delays negatively influenced both the social and economic benefits that would have accrued if the projects were completed on time (Ngesa, 2012).

According to the Project Completion Report (2017), partial target of project completion was achieved in the country. As such, the people were deprived of the expected benefits that they would have enjoyed had the project been completed according to schedule. According to Faridi and El-Sayegh (2006), delay in project completion is a critical problem in the construction industry and these delays have an adverse impact on project completion in terms of time, cost, quality and safety. Factors contributing to these delays have be identified as inadequate readiness for implementation causing delays in procurement of contractors, loan conditions affecting late release of funds, poor performance of contractors, low capacity of the implementing agencies, poor supervision of works and contract management in responding quickly in resolving contractual issues when they arise.

Delays of donor-funded projects are rampant especially due to endemic corruption and poor reporting structures among the public sector (DFID, 2013). Delay would lead to incapability of achieving the schedule objectives of a project, and late completion and delivery tend to result in cost overruns, client dissatisfaction, and other consequent problems. Assurance of project schedule has been considered as an important indicator of project success, and factors associated with project schedule have been recognized to be critical to project success (Ling et al., 2009). In order to forestall the challenge of timely project delivery, Samuel (2008) recommends that project time management be a key priority for contractors and that the appointment of a registered project manager for each contract should be a mandatory condition of tender.

According to Frimpong et al. (2003), major delay occur during project implementation phase, hence factors such as monthly payment difficulties, poor contractor management, material procurement,

poor technical performances and escalation of material prices contributed during construction of groundwater projects in developing countries. Once the delay factors are identified, the opportunities for improving project performance can be examined.

Statement of the Problem

Community projects have always been an agenda used to improve the living standards and welfare of the people in a community and the success of any project is directly related to its completion time from start to delivery of results. This has direct bearing on firm's decisions made by the project manager such as budgets, policies, guideline and standards (Atieno, 2014).

According to KIPPRA (2016), the impact of CDF is felt most in the education sector with 38 % of the allocation, health sector with 11% of the allocation and water 8%. The bulk of the CDF funds have been used to expand classes, build new schools and dispensaries within constituencies (Tisa, 2009). According to GoK (2017) allocation to education was 37% water 14%, health 9% and roads 9%.

In this regard, Bondo National Government Constituency Development fund had launched different construction projects in education, which were in different phases of implementation (Bondo CDF Project Implementation Status, 2018). However, in most instances, numerous projects had not met their intended objectives due to prolonged postponement and delays in completion. Projects delays in National Government constituency development fund had been attributed to poor management of funds, incompetent constructors and poor project plans leading to untimely completion of CDF projects (Bondo NG-CDF Monitoring & Evaluation Report, 2018). Further, analysis of previous studies point to a myriad of challenges facing by CDF projects completion since its inception in 2003, which included majorly duplication of projects and incompletion or untimely completion of the initiated projects.

That is, while CDF education projects are fundamental to educational development aspect of any country, their timely completion is important to attain maximum benefit of the same. Conversely, there are many grumbles from the public and even from the office of the Auditor General on misappropriation of CDF in many constituencies in Kenya leading to many stalled CDF projects, a case that motivated this study to investigate influence of project management practices on timely completion of projects financed by the Bondo National Government Constituency Development Fund.

Objectives of the Study

The general objective of the study was to investigate the influence of project management practices on timely completion of education projects financed by Bondo National Government Constituency Development Fund, Siaya County, Kenya. The specific objectives were;

- To determine the influence of stakeholder involvement on timely completion of education projects financed by Bondo National Government Constituency Development Fund.
- To assess the influence of quality control management on timely completion of education projects financed by Bondo National Government Constituency Development Fund.
- To examine the influence of project fund management on timely completion of education projects by Bondo National Government Constituency Development Fund.
- To find out the influence of project risk management on timely completion of education projects funded by Bondo National Government Constituency Development Fund.

The research hypotheses were;

- **Ho_1;** There is no significant relationship between stakeholder involvement and timely completion of projects funded by Bondo

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National Government Constituency Development Fund.

- **H_{02}**: There is no significant relationship between quality control management and timely completion of education projects funded by Bondo National Government Constituency Development Fund.
- **H_{03}**: There is no significant relationship between project fund management and timely completion of education projects funded by Bondo National Government Constituency Development Fund.
- **H_{04}**: There is no significant relationship between project risk management and timely completion of education projects funded by Bondo National Government Constituency Development Fund.

LITERATURE REVIEW

Stakeholders Theory

The stakeholder theory asserts that the importance of a firm focuses on various partner groups that were concerned with the daily operations of the organization. Hence, Stakeholder theory was proponed by Freeman (1984) and suggested that managers in an organization had an obligation of ensuring that there was cordial relationship between customers, business partners, suppliers and contractors. More so a stakeholder who controlled them, could come up with value chain for customers, vendors, communities and financiers.

The illustration and representation of all the partner groups on projects was therefore paramount for effective and efficient performance of the organization (Gibson, 2000). The stakeholders' model was very critical since it defined duties, rights and responsibilities of various stakeholders (Freeman, 2002). Stakeholder had larger share in the corporation and expected maximum returns (Frey & Nickerman, 2009). Stakeholder theory was therefore relevant to this study because when all key stakeholders are involved in Constituent Development Fund projects, there was timely completion through ensuring proper management of the potential project management risks.

Theory of constraints

The theory of constraints by Goldratt (1984) asserted organizations could be measured, then controlled by use of variations. Concerned three measures would be; throughput, operational expense, and inventory. Inventory was all the money that the system had invested in purchasing things that it intended to sell. Operational expense was all the money the system spends in order to turn inventory into throughput. Throughput was the rate at which the system generated money through sales (Eliyahu & Goldratt, 2004). The theory of constraints guided the user through the decision-making process of problem structuring, problem identification, solution building, identification of barriers then be overcome, and implementation of the solution.

Goldratt (1990) introduced a method called five focusing steps for addressing system problems on a continuous improvement basis which included; first; identifying the constraint, hence identifying the operation that was limiting the productivity of the system. This might be a physical or policy constraint; secondly; exploit the constraint: achieve the best possible output from the constraint. Remove limitations that constrain the flow, and reduce non-productive time, so that the constraint could be used in the most effective way possible; thirdly, subordinate other activities to the constraint: link the output of other operations to suit the constraint. Smooth work- flow and avoid buildup of work-in process inventory. Avoid making the constraint wait for work.

Agency theory

Agency theory stems from an economic view of risk sharing (Eisenhardt, 1989), which occurs between two parties, principals and agents, yet each of the two parties may possess different approaches to solve the problem (Jensen & Meckling, 1976). The principal's appetite for risk sharing is of concern

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because the principal has bestowed certain responsibilities unto the agent to achieve like-minded goals. This cooperative behaviour is expected to yield the outcomes specified by the principal. Further, Agency theory addresses the relationship where in a contract 'one or more persons (the principal(s)) engage another person (the agent) to perform some service on their behalf which involves delegating some decision-making authority to the agent' (Jensen & Meckling, 2009). This happens because of the separation of ownership and control, when the owner of the company or the board of directors (the 'principals') have to employ managers ('agents') to run the business and need to monitor their performance to ensure they act in the owner's interest (Lan & Heracleous, 2010).

However, at the very heart of the agency problem lies the concern of self-interest behaviour that may encourage an overzealous agent to not act in the best interest of the principal, When the principal-agent relationship is initiated, the agency costs are clear to the principal. However, when the agent takes action counter to the agreement, the principal perceives that he or she has assumed more risks; hence, agency problem (shifts in risk sharing) emerges (Arthurs & Busenitz, 2013). Agency theory is linked to this study on consideration that managers of CDF projects as agents of the public should foster citizens' interests by coming with up with viable project management practices such as; ensuring effective stakeholder involvement, project fund and risk management so as to guarantee timely completion of projects financed by the Bondo National Government Constituency Development Fund.

Empirical Review

Chang (2013) posited that project uncertainty and complexity relates to the defining characteristics of projects, long duration, huge investment and many uncontrollable emergent factors. That is, there are several ways proposed to categorize the risks and issues. Some examples are by sponsorship/development, market, social acceptability, regulatory, political, financial, execution, and operation or government relations; host community relations; contract management and procurement; and the influence of multi-location execution.

Smith *et al.* (2006) also provided a comprehensive description of the concept of risk management and how it could be put into practice. According to the authors, risk management could not be a tool to predict the future, since that was rather impossible. Instead, they described it as a tool to facilitate the project in order to make better decisions based on the information from the investment. Decisions based on insufficient information could be avoided hence this would lead to better overall performance. In literature, risk management was described as a process with some predefined procedures. The scope of its definition differed among the authors; however, the core information is the same. From a number of definitions which could be found in the management literature Blackstone *et al.* (2005) explanation brought the essence of this concept; the risk management process involved the systematic application of management policies, processes and *procedures* to the tasks of establishing the context, identifying, analyzing, assessing, treating, monitoring and communicating risks (Blackstone *et al.,* 2005). Risk management process (risk management planning) was the basic principle of understanding and managing risks in a project. It consisted of main phases: identification, assessment, analysis and response (Smith *et al.,* 2006).

Stakeholder involvement was an element of organizational capability that dealt with stakeholder-related decision making, in the context of project performance. They found that effective decision making through involvement with stakeholders affected firm's project performance. Glass (2010) noted that a mechanism of project reporting to make auto mobile emission control strategies, actions and achievements more

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transparent, to increase communication performance, develop a reputation for responsible behavior and achieve set objectives. Involvement of stakeholder through monitoring and reporting in auto- mobile control projects, contributed by identifying challenges around performance. Senior leaders in organizations can adopt stakeholder Involvement as an opportunity to influence other organizations and create alignment to structures and processes to support the vision and mission of project performance (Katiku, 2011).

Avison and Torkzadeh (2009) asserted defining a project quality in terms of its size is the first step in successfully managing a project. It is important to ensure that all the work required to achieve project objectives are considered and well- articulated before project commencement. Size definition is perhaps the most important part of the upfront process of defining a project as it helps to describe the logical boundaries of the project. On consideration of where deliverables and boundaries of a project could not be defined, then the chance of a project success would be zero. Once the project size could not well be defined at the beginning of project, the likelihood of failure (lack of customer satisfaction) could be high plus untimely completion of the initiated project.

Fund management is a process of managing the funds in a more effective and efficient manner to allow the organization complete the intended projects on time (Altman, 2010). Fund management has a direct link to top management of the organization such as managers. For instance, if funds intended for a specific purpose were misappropriated, the project completion will take time or fail completely.

Fund management is essentially an accounting strategy focusing on effective and efficient management of assets and money channeled to the organization to achieve some objectives. Fund management enhances continuous and sufficient cash flow for a project in order to meet the expenditures incurred at the course of a project (Brigham & Ehrhardt, 2013). Fund management is a very critical element of corporate accounting in that it provides direct link between the start of a project to the end.

Project success depends on incurred cost and time involved before completion. However, Kariungi (2014) expounded on project managers not only to focus on project success as the achievement of the predetermined project goals, like time, cost, performance, quality and safety, but also considers users who did not have similar pre-determined goals regarding the project at all. Hence, the expectation on the outcome of the project and the perception of project success or failure will be different for everyone. Kyriakopoulous (2011) stressed the need to separate the actual task and people oriented issues while evaluating project results. They identified important success factors based on a step- wise structure, reflecting progression through project. They covered standards, planning, monitoring and control. Magondu (2013) identified the vital success elements into four areas; the project evaluation, the external assessment and the project planning manager and site committee team. Altman (2010) focused on the examination of vital success indicators for new project development including defining strategy and adequate policies, research development and regulations.

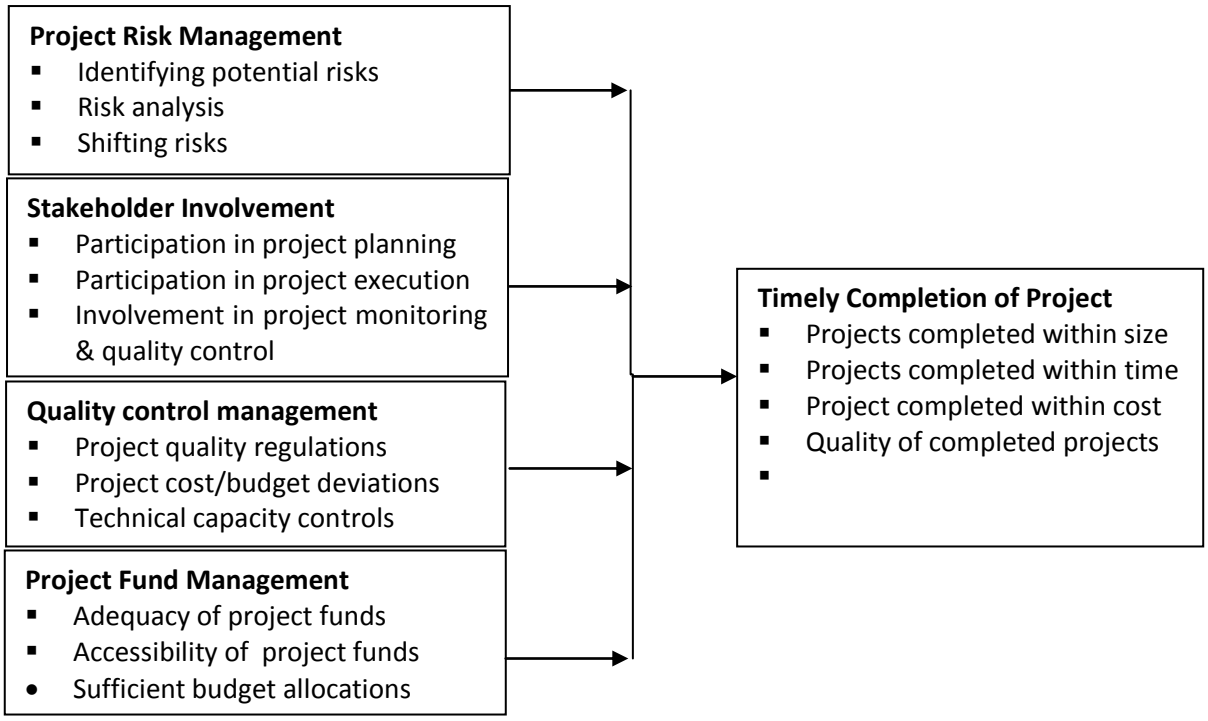

Figure 1: Conceptual Framework

METHODOLOGY

The study adopted descriptive survey design. The study targeted the project management Committee members of education projects implemented by the Bondo National Government Constituency Development Fund. The projects implemented in education included construction of classrooms, laboratories, dormitories, toilets. The study populations for this study was 129 PMCs members for completed and ongoing projects funded by the NG-CDF in the constituency in the 2016/ 2017 financial year. Primary data was collected through structured questionnaires. The questionnaires were self-administered through pick and drop approach, this is important for collection of primary data. Quantitative data was collected and analyzed. Both descriptive and inferential analysis was carried out by the use of Statistical Package for Social Sciences (SPSS 24). Analyzed data was presented by use of tables.

FINDINGS AND DISCUSSIONS

Stakeholder involvement and project timely completion

This analyzed responses on whether stakeholder involvement influences timely completion of education projects funded by Bondo National Government Constituency Development Fund. The results were shown in table 1 with frequencies and percentages in brackets.

Table 1: Descriptive statistics: Stakeholder involvement

Statement	5	4	3	2	1	mean	Std.dev
1.All school & CDF project committee members are involved in initial planning of the school project	9(10.1)	37(41.6)	21(23.6)	13(14.6)	9(10.1)	3.39	0.946
2. The CDF project committee members consult with school project committee members in budgeting for school project funds	10(11.2)	39(43.9)	16(18.0)	14(15.7)	10(11.2)	3.48	0.996

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3.The CDF project committee members involve school project committee members in monitoring of school project funds	11(12.4)	41(46.0)	20(22.5)	9(10.1)	8(9.0)	3.57	0.817
4.All stakeholders are involved in tenders awards/supplies	8(9.0)	38(42.6)	17(19.1)	15(16.9)	11(12.4)	3.45	0.895
5.Generally stakeholder involvement in planning, implementation and evaluation of CDF projects influence timely completion of CDF education projects	9(10.1)	40(44.9)	19(21.4)	13(14.6)	8(9.0)	3.52	0.826

Valid listwise 89
Grand mean = 3.482

From table 1, most respondents agreed (41.6%) and strongly agreed (10.1%) that all school and CDF project committee members were involved in initial planning of the school project, however, 23.6% were uncertain while 14.6% disagreed, implying that sometimes initial planning of CDF school projects are determined by the local politicians. Secondly, most respondents agreed (43.9%) and strongly agreed (11.2%) that the CDF project committee members consulted with school project committee members in budgeting for school project funds, while 15.7% and 11.2% disagreed and strongly disagreed respectively to statement, implying that at times budgets for school project funds were imposed by the CDF project committee.

Further, 46.0% and 12.4% agreed and strongly agreed that the CDF project committee members involved school project committee members in monitoring of school project funds, while 42.6% and 9.0% agreed and strongly agreed that all stakeholders were involved in tenders' awards and supplies. This implied that CDF project committee members did not wholesomely involve school project committee members in monitoring of school project nor award of tenders which could bring controversies in running of projects and consequently impact on timely completion of the school projects.

Lastly, most respondents agreed (44.9%) and strongly agreed (10.1%) that generally stakeholder involvement in planning, implementation and evaluation of CDF projects influence timely completion of CDF education projects. This supported by Holmes and Moir (2015) who also observed that stakeholder involvement process builds a proactive two-way process between the organization and the stakeholder. The communication, opinions and proposals flow in both directions and the organization, which can change its behavior because of stakeholder involvement which then has an effect on project completion.

Quality control management and timely completion of project

This analyzed responses on whether quality control management influences timely completion of education projects funded by Bondo National Government Constituency Development Fund. The results were shown in table 2 with frequencies and percentages in brackets.

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Table 2: Descriptive statistics: quality control management

Statement	5	4	3	2	1	mean	Std.dev
1. Project quality regulations affect timely completion of project	7(7.9)	39(43.8)	16(18.0)	15(16.9)	12(13.5)	3.49	0.805
2. Project cost deviations affect timely completion of projects	9(10.1)	40(44.9)	18(20.3)	13(14.6)	9(10.1)	3.50	0.952
3. Project size & cost alterations affect project quality and eventually timely completion of projects	11(12.4)	37(41.5)	20(22.5)	13(14.6)	8(9.0)	3.34	0.948
4. Adjusting project quality activities affect timely completion of projects	8(9.0)	38(42.7)	17(19.1)	15(16.9)	11(12.4)	3.46	0.993
5. Generally project quality control management influence timely completion of projects	10(11.2)	41(46.1)	19(21.3)	12(13.5)	7(7.9)	3.58	0.904
Valid listwise 89							
Grand mean = 3.474							

From table 2, 43.8% and 7.9% of respondents agreed and strongly agreed respectively that project quality regulations affect timely completion of project. This is because big school projects may require quality regulations which have an effect on timely completion of the project. Secondly, most respondents agreed (44.9%) and strongly agreed (10.1%) that project cost deviations affect timely completion of projects. That is project size dictates project costs whose deviations can have an effect on timely completion of education projects.

More so, there were mixed responses on whether project size alterations affect timely completion of projects. That is while 41.5% agreed, 22.5% were uncertain and 14.6% disagreed to the statement, implying that may be project size alterations that are done prudently may not have a strong negative effect on timely completion of the overall project. This is further supported by 42.7% and 9.0% of respondents who agreed and strongly agreed respectively that adjusting project activities affect timely completion of projects. 46.1% and 11.2% of respondents also agreed and strongly agreed respectively that project phase adjustments affect timely completion of projects.

In summary the grand mean of responses on quality control management was 3.474 rounded off to 4 which was agreed on Likert scale of measurement used in the study, which implied that most respondents agreed that quality control management influences timely completion of education projects funded by the Bondo National Government Constituency Development Fund. These results were supported by Lock (2007) who explained the importance of project quality control phases in effectively managing the completion of major deliverables.

Project fund management and timely completion of project

This analyzed responses on whether project fund management influences timely completion of

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education projects funded by Bondo National Government Constituency Development Fund. The results were shown in table 3 with frequencies and percentages in brackets.

Table 3: Descriptive statistics: Project fund management

Statement	5	4	3	2	1	mean	Std.dev
1.Adequate funds influence project scope on timely completion of projects	9(10.1)	40(44.9)	18(20.2)	13(14.7)	9(10.1)	3.49	0.852
2.Accessibility of project funds influence timely completion of projects	10(11.2)	37(41.6)	21(23.6)	12(13.5)	9(10.1)	3.41	0.951
3.Sufficient budget allocation influence timely completion of projects	7(7.9)	38(42.6)	17(19.1)	16(18.0)	11(12.4)	3.43	0.886
4. Quick authorization of project funds influence timely completion of projects.	8(9.0)	39(43.9)	18(20.2)	14(15.7)	10(11.2)	3.46	0.867
5. Well-timed remittance of projects funds influence timely completion of CDF education projects.	11(12.4)	41(46.1)	19(21.3)	10(11.2)	8(9.0)	3.55	0.826
Valid listwise 89							
Grand mean = 3.468							

From table 3 most respondents agreed (44.9%) and strongly agreed (10.1%%) that adequate funds influence project scope on timely completion of projects, since inadequate funds will delay in project completion. Secondly, most respondents agreed (41.6%) and strongly agreed (11.2%) that accessibility of project funds influence timely completion of projects, implying that if project funds were not accessed in time, then this would delay completion of education projects.

Further, 42.6% and 7.9% of respondents agreed and strongly agreed respectively that sufficient budget allocation influence timely completion of projects, while 18.0% disagreed and 12.4% strongly disagreed to the statement implying that sufficient funds could be allocated but may be misappropriated hence, delaying in project completion.

There were also mixed responses on whether quick authorization of project funds influence timely completion of projects; because while 43.9% of respondents agreed, 20.2 were uncertain, 15.7% disagreed while 11.2 strongly disagreed; imply that quick authorization of project funds at times does really boost timely completion of projects. This is also reinforced by 46.1% and 11.2% of respondents who agreed and disagreed respectively that well-timed remittance of projects funds influence timely completion of CDF education projects; thus timely remittance of funds may not necessarily mean that all remitted funds end up being well utilized for the project purposes.

On overall response, the grand mean of project fund management is 3.468 rounded off to 4 which is agreed on Likert scale of measurement used in the study, which implies that most respondents agreed that project fund management influences timely completion of education projects funded by the Bondo National Government Constituency Development Fund. This is supported by Brigham

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and Ehrhardt (2013) who reiterated that project fund management enhances continuous and sufficient cash flow for a project in order to meet the expenditures incurred at the course of a project and thus project fund management is a very critical element of accounting in that it provides direct link between the start of a project to the end.

Project risk management and timely completion of project

This analyzed responses on whether project risk management influences timely completion of education projects funded by Bondo National Government Constituency Development Fund. The results were shown in table 4 with frequencies and percentages in brackets.

Table 4 : Descriptive statistics: Project risk management (PR)

Statement	5	4	3	2	1	mean	Std.dev
1.Delayed risk analysis affects project scope and timely completion of projects	10(11.2)	40(44.9)	16(18.0)	12(13.5)	11(12.4)	3.56	0.808
2.The shifting of risks affect the project scope and timely completion of projects	7(7.9)	39(43.8)	17(19.1)	14(15.7)	12(13.5)	3.48	0.899
3.Risk analysis of project costs affect timely completion of projects	12(13.5)	37(41.6)	19(21.3)	13(14.6)	8(9.0)	3.44	0.960
4.Delays in identifying potential project risks affect timely completion of education projects.	8(9.0)	38(42.7)	18(20.2)	14(15.7)	11(12.4)	3.45	0.789
5. Generally, delayed assessment of project risks influence timely completion of education projects.	10(11.2)	40(44.9)	19(21.3)	11(12.5)	9(10.1)	3.55	0.849
Valid listwise 89							
Grand mean = 3.496							

From table 4, most respondents agreed (44.9%) and strongly greed (11.2%) that delayed risk analysis affects project scope and timely completion of projects, while a further 43.6% and 7.9% agreed and strongly agreed respectively that the shifting of risks affect the project scope and timely completion of projects, thus implying delayed risk analysis and shifting of risk could have a strong impact on timely completion of education projects.

Further 41.6% and 13.5% of respondents agreed and strongly agreed that risk analysis of project costs affect timely completion of projects; that is risks involved in project costs are not well articulated, they may have a negative effect on timely completion of education projects. this is also reinforced by 42.7% and 9.0% of respondents who agreed and strongly agreed respectively that delays in identifying potential project risks affect timely completion of education projects, thus risks should be analyzed early enough and necessary mitigation measures taken to curb delays in timely completion of projects.

In summary, most respondents agreed (44.9%) and strongly agreed (11.2%) that generally, delayed assessment of project risks influence timely completion of education projects, implying that

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most respondents support the idea of timely analysis of project risks that could hamper timely completion of education projects. This is also supported by Smith et al. (2006) who provided a comprehensive description of the concept of risk management and how it can be used in practice. According to the authors, risk management cannot be perceived as a tool to predict the future, since that is rather impossible. Instead, they describe it as a tool to facilitate the project in order to make better decisions based on the information from the investment. In this way, decisions based on insufficient information can be avoided, and this will lead to better overall performance.

In the literature, risk management is described as a process with some predefined procedures. The scope of its definition differs among the authors, however the core information is the same. From a number of definitions which can be found in the management literature Blackstone et al. (2005) explanation brings the essence of this concept: The risk management process involves the systematic application of management policies, processes and procedures to the tasks of establishing the context, identifying, analyzing, assessing, treating, monitoring and communicating risks that can affect timely completion of projects.

Inferential statistics

Correlation analysis

The correlation analysis in table 5 showed that all independent variables (stakeholder involvement;0.829, quality control managemen;0.754, project fund management;0.877, project risk management;0.788 had significant bivariate relationship with the dependent variable (timely completion of CDF education projects in Bondo constituency).

Further, from the correlation analysis, project fund management had the highest correlation coefficient (0.877), followed by stakeholder involvement (0.829), meaning that for timely completion of CDF education projects in Bondo constituency, project fund management and stakeholder involvement must be given the highest priority). Project risk management was third (0.788), while quality control management was the least (0.754) significant predictor of the dependent variable (timely completion of education projects), implying that though had lower correlation coefficient, they still significantly determine timely completion of CDF education projects in Bondo constituency, thus cannot be neglected.

Table 5: Correlation analysis

		Stakeholder Involvement	Quality control management	Project Fund Management	Project Risk Management	Project Timely Completion
Stakeholder Involvement	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	89				
Quality control management	Pearson Correlation	.562**	1			
	Sig. (2-tailed)	.000				
	N	89	89			
Project Fund Management	Pearson Correlation	.703**	.681**	1		
	Sig. (2-tailed)	.000	.000			
	N	89	89	89		

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Project Risk Management	Pearson Correlation	.679**	.503**	.648**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	89	89	89	89	
Project Timely Completion	Pearson Correlation	.829**	.754**	.877**	.788**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	89	89	89	89	89

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

Table 6 : Multiple regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.936[a]	.877	.871	.40972	.877	149.483	4	84	.000

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	100.375	4	25.094	149.483	.000[a]
	Residual	14.101	84	.168		
	Total	114.476	88			

a. Predictors: (Constant), Project Risk Management, quality control management, Project Fund Management, Stakeholder Involvement

b. Dependent Variable: Project Timely Completion

Further, from the values of unstandardized regression coefficients with standard errors in parenthesis in table 6, all the independent variables (stakeholder involvement; β = 0.346 (0.092) at *p<0.05*; quality control management; β = 0.226 (0.088) at *p<0.05;* project fund management; β = 0.454 (0.075) at *p<0.05,* project risk management*; β = 0.181 (0.074) at p<0.05;* were significant predictors of timely completion of education projects funded by Bondo CDF (dependent variable). The multiple regression results showed that project fund management was the highest (0.454) contributor to the model, followed by stakeholder involvement (0.346), implying that effective fund management and effective involvement of stakeholders in education projects will improve timely completion of education projects funded by Bondo CDF. Quality control management was third (0.226) while project risk management had the least (0.181) significant influence on timely completion of education projects funded by Bondo CDF.

Therefore, the multiple regression equation for overall significant multiple influence of the independent variables (stakeholder involvement, quality control management, project fund management, project risk management) on timely completion of education projects funded by Bondo CDF (dependent variable) was;

$$Y= 0.230 +0.346X_1+0.226X_2+ 0.454X_3 + 0.181X_4$$

Where;

y= timely completion of education projects funded by Bondo CDF

X_1= stakeholder involvement

X_2= quality control management

X_3= project fund management

X_4= project risk management

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Table 7: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.230	.079		2.902	.004
	Stakeholder Involvement	.346	.092	.376	3.763	.000
	Quality control management	.226	.088	.247	2.581	.012
	Project Fund Management	.454	.075	.439	6.088	.000
	Project Risk Management	.181	.074	.199	2.463	.016

a. Dependent Variable: Project Timely Completion

Hypothesis testing

Hypothesis one: Ho_1; There is no significant relationship between stakeholder involvement and timely completion of projects funded by Bondo National Government Constituency Development Fund. From multiple regression, unstandardized regression coefficient β = 0.346 (0.092), *p=0.000, significant at p<0.05*. Therefore we rejected the null hypothesis (Ho_1) and accept the alternative hypothesis (H_{A1}) that there is significant relationship between stakeholder involvement and timely completion of projects funded by Bondo National Government Constituency Development Fund, because the corresponding unstandardized regression coefficient β≠ 0 and is significant at 5% (p<0.05).

Hypothesis two: Ho_2; There is no significant relationship between quality control management and timely completion of projects funded by Bondo National Government Constituency Development Fund. From multiple regression results, unstandardized regression coefficient β = 0.226 (0.088), *p=0.012, significant at p<0.05*. Therefore we rejected the null hypothesis (Ho_2) and accept the alternative hypothesis (H_{A2}) that there is significant relationship between quality control management and timely completion of projects funded by Bondo National Government Constituency Development Fund, because the corresponding unstandardized regression coefficient β≠ 0 and is significant at 5% (p<0.05).

Hypothesis three: Ho_3; There is no significant relationship between project fund management and timely completion of projects funded by Bondo National Government Constituency Development Fund. From multiple regression results, unstandardized regression coefficient β = 0.454 (0.075), *p=0.000, significant at p<0.05*. Therefore we rejected the null hypothesis (Ho_3) and accept the alternative hypothesis (H_{A3}) that there is significant relationship between project fund management and timely completion of projects funded by Bondo National Government Constituency Development Fund, because the corresponding unstandardized regression coefficient β≠ 0 and is significant at 5% (p<0.05).

Hypothesis four: Ho_4; There is no significant relationship between project risk management and timely completion of projects funded by Bondo National Government Constituency Development Fund. From multiple regression, unstandardized regression coefficient β = 0.181 (0.074), *p=0.016, significant at p<0.05*. Therefore we rejected the null hypothesis (Ho_4) and accept the alternative hypothesis (H_{A4}) that there is significant relationship between project risk management and timely

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completion of projects funded by Bondo National Government Constituency Development Fund, because the corresponding unstandardized regression coefficient $\beta \neq 0$ and is significant at 5% ($p<0.05$).

CONCLUSIONS

First, from the study it was concluded that effective involvement of stakeholder in the local school community and school managers can significantly influence timely completion of projects funded by Bondo National Government Constituency Development Fund.

Secondly, quality control management can hasten timely completion of projects funded by Bondo National Government Constituency Development Fund.

Thirdly, effective project fund management in terms efficient utilization of project funds without fund misappropriation can enhance timely completion of projects funded by Bondo National Government Constituency Development Fund

Lastly, well-coordinated and monitored projects risk management tools can significantly influence timely completion of projects funded by Bondo National Government Constituency Development Fund.

RECOMMENDATIONS

First, the study recommended that CDF project management committees of education projects should draw project committee membership from both the local communities and school management to enable them own the projects and thus fasten timely completion of education projects funded by Bondo National Government Constituency Development Fund.

Secondly, CDF project management committees should thoroughly evaluate their quality control measures relevant education projects so as hasten their timely completion of projects, because lack of quality control measures particularly of large CDF education projects really delay their completion.

Thirdly, there must an independent monitoring and evaluation of National Government Constituency Development Fund management so as to root out fund mismanagement that end up delaying timely completion of education projects financed by Constituency Development Fund.

Lastly, CDF project management committees should be equipped with current project risk management tools to enable them identify and control emerging project risks that hamper timely completion of education projects financed by Constituency Development Fund.

Areas for further research

First, a similar study can be done in Constituencies in Kenya that have been ranked as the best in management of National Government Constituency Development Fund so as to examine key best practices that significantly influence timely completion of education project financed by the National Government Constituency Development Funds.

Secondly, another study can be done on water or health projects funded by National Government Constituency Development Fund to compare results.

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