EFFECT OF BUDGETARY CONTROL ON DELIVERY OF CAPITAL PROJECTS IN SAMBURU COUNTY GOVERNMENT, KENYA

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DECLARATION AND RECOMMENDATION

This study project is my original work and has not been presented for examination to any other university.

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RECOMMENDATION

This study project has been submitted with our approval as the university supervisors

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DEDICATION

I dedicate this research project to my family, lecturers, friends and colleagues for they encouraged, inspired and prayed for me to make this project a reality.

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ABSTRACT

To meet their financial objectives, public entities frequently use budgeting as a tool for budgetary control. On the global level, budgetary control systems are used as planning and performance evaluation tools. The purpose of this study was to determine how the Samburu County Government's budget planning affected the completion of building projects. The objectives were to determine how the budget affects capital projects in the Samburu County Government, how monitoring the cash flow budget affects capital project delivery, and how capital-spending planning affects capital project delivery. The investigation into how budgetary control affects capital project delivery in the Samburu County Government was based on the financial theories of agencies, stakeholders, and institutions. A correlation study design was used to forecast the effects on operational budgets, cash flow budgets, and capital expenditure planning over five years between 2017 and 2021. Fifty employees from the 10 Samburu County ministries who work in the job groups J, K, and L were the focus of the study. These departmental leaders were actively involved in creating the budget. Because the target population was limited, the study used the census process to interview all 50 of the selected respondents. Surveys were used to collect the basic data for the study. The use of competent and administrative assumptions verified the substance's legitimacy. A pilot test was conducted at the Laikipia County Government to assess the dependability of the study instruments. The descriptive examination was used to summarize the acquired data. The data were analyzed for relationships using Stata 13, and the impacts were discovered using regression analysis for the impact of operation budget evaluation on capital project execution in Samburu County. The results of this study showed that capital project delivery in Samburu County was essentially affected by budget control, which clarified 77.3% of the fluctuation with $P < 0.05$. The findings also demonstrated that the Public Finance Management Act 2012 significantly moderated the relationship between budget control and capital project delivery, where the effect size significantly increased to 85.3% of the variance with $P < 0.05$. The findings of this study can assist county governments in better understanding the factors that influence county budget management frameworks and performance, as well as what ought to be changed to upgrade the aforementioned budget execution. Findings can also be helpful to academics while looking into how budgetary control affects the provision of public services. It may offer politicians and other decision-makers new insights into the delivery of capital projects and the management of public resources.

LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
CAPEX	Capital Expenditure
CBN	Central Bank of Nigeria
COB	Controller of Budget
CoG	Council of Governors
CRA	Commission on Revenue Allocation
CRF	County Revenue Funds
ECM	Error Correction Model
FY	Financial Year
NACOSTI	National Commission For Science, Technology & Innovation
OSR	Own Source Revenue
PB	Performance Budgeting
PPOA	Public Procurement Oversight Authority
NSE	Nairobi Securities Exchange
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Budgetary control	A management strategy entails creating goals, tracking deviations between those goals and actual performance, and encouraging employees to lessen such fluctuations.
Operation Budget Evaluation	These are detailed blueprints that estimate the cost of anything a County expects to make and what it thinks its expenses are in the short-term, typically within a year.
Capital Expenditure Budget Planning	This is a formal plan that states the amounts and timing of non-current asset acquired by the County.
Cash Flow Budget Monitoring	A type of accounting that tracks cash flows when an economic value is created, transformed, traded, exchanged, or extinguished within the County.
Capital Project Delivery	Comprises competent project directors within the County who are responsible for the conception, planning, and execution of all capital projects, from large modern development projects to minor remodels or repairs.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Since capital projects in Kenya are all democratically sponsored and directed, development undertakings in all counties are raising concerns about timely capital project delivery, and the role of legislation is to provide meaningful public participation. These significant projects must be completed on schedule and within the allotted funds. As a critical component of good budget management, any institution must implement budget control components to ensure the fulfillment of both long- and medium-term objectives and commitments and the administration process to create, implement, and execute a budget (Zayol & Onho, 2017). Budget control systems are universally important tools for financial planning, with their primary function being to forecast income and expenses (Cuadrado-Ballesteros & Bisogno, 2022).

Budgets are quantifiably communicated activity plans suggested by the administration for a specific period, assisting in the execution of specified plans and techniques aimed at being completed within that period (often annually). Budgeting requires creating a plan for how to spend money and then tracking whether or not you follow through on that plan. If there are any significant changes, you must address them right away. As a result, budgetary control is essential for ensuring that spending targets are met (Cuadrado-Ballesteros & Bisogno, 2022).

Public agencies have always placed a greater emphasis on planning and budgeting, as well as ensuring public access to performance data, and have transformed their policy development and delivery to a result-oriented approach. Long-term planning is frequently stressed by implementing three- to five-year strategic plans, resulting in more formalized budgeting processes. Combined with medium-term spending frameworks, it theoretically informs agencies of their finances for the next two or three years, making it easier to plan the spending needed to meet goals and create a clear and logical proposal that links resources and activities to expect results (Martinez & Pritchard, 2019).

The substance and structure of connected execution control budgets as a framework for internal control, as well as the additional benefit that collected operational budgets, provide for regulating county execution, have received a lot of attention in the county's financial management. Accrual-based execution budget control frameworks were found to improve the quality of departmental execution announcing budgets in the UK, Australia, and New Zealand (Frans & Schaik, 2023). In terms of yields and results, these frameworks were discovered to be fully connected to elements of planned and genuine execution.

Public institutions, according to Martinez and Pritchard (2019), should embrace allocative efficiency, which entails the effective allocation of public expenditure in conformity with government priorities. Performance data is crucial for boosting allocative efficiency because it provides the government with information that makes it easier to allocate funding to high-performing programmes that citizens want. As a result, their argument implied that using performance data and properly allocating resources ensured that county government expenditure prioritization was properly used. It would ensure that resources are properly reallocated to high-priority regions and away from lower-level priorities. Through the budget process, Kenyan citizens hold county governments accountable for resource allocation, custody, and utilization. These responsibilities are carried out by the government's financial regulations, which include specific laws, policies, and processes. A well-designed budget process and a well-executed budget have the potential to improve people's socioeconomic well-being, fund development projects, and enhance government administration (Njeru, 2022).

This study was related to agency theory because it was a major theory in it. However, an agency relationship is implied by the fact that counties must explain how they deal with the financial difficulties of their residents. The agency theory shows how county residents and county officials, like the County Executive Committee and Treasury officials, work together to make the county better. County governments use public finance procurement procedures to obtain supplies and other assets, which are related to institutional theory (Council of Governors, 2018).

When spending public money, counties must follow procurement rules, regulations, and practices. It also incorporates the stewardship theory, which explains how county

officials serve as stewards of their jobs, taking ownership of them and working diligently to guarantee that capital projects are delivered efficiently across countries. Furthermore, stewardship theory supports merging the governor's and county speaker's functions to save money and provide them with stronger stewardship roles in county governments and assemblies, respectively. Client interests are better protected, according to theory (Donaldson & Davis, 1991). In Kenya, decentralization necessitates budgeting and administration at the county government level to complete capital projects. As a result, excellent governance is intended to improve local control, accountability, efficiency, and resource use for local development.

The concepts of public finance, including openness, accountability, and public involvement in financial concerns, are articulated in Kenya's 2010 Constitution in Article 201. The public finance system also necessitates the promotion of an egalitarian society in which national money is distributed equitably among national and local governments. It is intended that expenditures enhance the country's equitable development, including special provisions for marginalized groups and locations, and that public funds are spent wisely and responsibly. Furthermore, county governments have financial control over funds allocated to them.

The purpose of the public financial management architecture was to modernize financial administration in the public sector, reduce fraud, corruption, and waste, and lay a legislative foundation for fiscal decentralization. The objective of PFM regulations and frameworks is to stimulate planning and budgeting in the public sector, as well as the collection of financial data and the monitoring of budget implementation. As a result, it has an impact on the counties' budget revenues and expenditures, with the overriding goal of preserving overall financial discipline, allocating resources to priority levels, and making productive and successful use of public resources to achieve goals.

The Equalisation Fund was established to assist the Turkana, Mandera, Wajir, Marsabit, Samburu, West Pokot, Tana Waterway, Narok, Kwale, Garissa, Kilifi, Taita Taveta, Isiolo, and Lamu county governments. Article 216(4) of the Kenyan Constitution requires the Commission on Revenue Allocation (CRA) to distribute and analyze a policy establishing the benchmarks for designating marginalized regions regularly (Constitution of Kenya, 2010). According to the Samburu County

Government's 2019 financial allocation report, the county required at least 7 billion shillings for its annual development operations. In the same way, county governments need to consider; laws and rules, making changes to how things are run, managing staff, handling money and property, finding and using resources, using new technology, building and maintaining roads and connections, keeping up good relationships with the public, supporting farming and animal-raising, taking care of the environment, and making long-term plans to decentralize services effectively.

In arid and semi-arid (ASAL) areas, which are characterized by high poverty rates, unemployed youth, and other vulnerable populations, capital projects have been emphasized as vital needs. ASALs account for about 89 percent of Kenya's land and one-third of its population (Republic of Kenya, 2012). These regions offer a varied range of production systems and economic potential, but they are badly underdeveloped due to a history of political marginalization as well as practical limitations imposed by low economic concentration and population density (Republic of Kenya, 2012).

Capital projects that benefit society and the economy include roads and highways, government buildings, sewage and water systems, educational institutions, police and fire stations, and recreational parks. Capital projects at all levels of government increase local property tax bases, increase home values, and give communities access to useful amenities (Garbinti, Goupille-Lebret, & Piketty, 2021). Oyadomari, Afonso, Dultra, Mendonça, and Righetti (2018) explained the impact of budget restrictions on organizational performance. They surveyed 110 medium- and large-sized firms in Brazil. To analyze the primary data, the study used structural equation modeling techniques. The findings revealed that budgeting control practices are positively related to organizational performance. Kenya's county governments are in charge of local development, which they carry out through constitutional principles like accountability, transparency, and citizen participation.

In the United States, greater interstate highway spending boosted the industrial, retail, social services, and utilities sectors' economic growth and profitability. County governments in the United States use taxes from people to pay for their projects because they have limited money to work with. County governments have built new hospitals, roads, railways, and water projects. They have also worked on projects for

tourism, waste management, agriculture, and housing (Mohsen, Karen, Campbell, & Noah, 2021). The Indian government, for example, recognized the country's development status in terms of population growth and asked for large public-private partnerships on crucial infrastructure projects. The national government was unable to do so due to the geographical spread and location of the projects, cultural variety across the country, and diverse requirements for development initiatives among the Indian people. The government established decentralized operations as a result, dividing the nation into councils of at least 1.5 million each (Adana, Manuj, Herburger, Cevikparmak, Celik, & Uvet, 2023).

In the last 15 years, Tanzania has made many changes to how it develops different regions using a county government model. As part of bigger changes to make the economy and politics more free, the local government works has changed a lot. From the standpoint of the nation's first 20 years of independence, when centrally managed modernization and socialist attempts predominated (United Republic of Tanzania, 2020), the efficacy of contemporary Tanzanian reforms and policies for local development was examined. Among other notable changes, the parliamentary system of government was replaced with a local government administration that has issued ordinances affecting several local government councils and states. As a result, significant development projects have been found and funded in the Zanzibar Islands and on the mainland of Tanzania (Michaela, 2022).

The Tanzania Legal and Human Rights Centre, according to Michaela (2021), assert that the main county councils and administrations have, for a variety of reasons, been left behind in their development comfort zones. A few of the factors that have contributed to Tanzania's regionally unbalanced project development include politics, low technological levels, low educational standards, language and communication challenges, a scarcity of suitable financial resources, and a lack of cultural understanding (almost 91 percent of Tanzanians believe in witchcraft).

Purposefully, Kenya's public financial management system was to transform political priorities into annual budget allocations, improve budget credibility, and improve financial report quality, timeliness, and accuracy (Republic of Kenya, 2020). Kenya's Public Financial Management Act of 2012 stipulates how national and local resources

should be allocated. The national government's primary revenue sources are taxes, bonds, and loans (both internal and external).

The County Assembly Revenue and Expenditure Estimates must include cost-cutting, cost-control, and evaluation of program results financed with budgetary resources, as well as a statement of compliance with the Commission on Revenue Allocation (CRA) ceilings, according to Section 129(3) of the County Assembly Revenue and Expenditure Estimates (CoG report, 2018). Despite the importance of the Public Finance Management Act in citizen-government interactions, public participation in the domain of public finance management has historically been limited in Kenya, resulting in inefficiencies and resource misallocation (Institute of Certified Public Accountants of Kenya, 2014).

Samburu County government has many objectives but has limited resources, which has a strong tendency to waste or underutilize when providing services. Kenyan local governments got Ksh 25.5 billion from their own money from July 2020 to March 2021, which is less than the Ksh 56.0 billion they were supposed to get in a year. This was 45.6 percent of the goal for the year 2020–21, which was less than 48 percent in 2019–20. Sixteen county governments, including Samburu, collected more than half of the money they were supposed to in the first three quarters of the fiscal year 2020/21 (CoG, 2021).

The total real expenditure above budget for all county governments in the first nine months of FY 2020–2021 was 44.2%, a 4% decrease from the absorption rate in FY 2019–20. The absorption rate for development expenses from July 2020 to March 2021 was just 25%, while the rate for recurrent expenses during the same period in the fiscal year 2019–20 was 56%. Considerations included low revenue performance, COVID-19 containment measures such as gathering caps and restrictions on domestic and international travel, and the protracted political debate over vertical income distribution across the nation that delayed the implementation of CARA 2020.

According to the scenario presented above, county governments must plan realistically for their development projects, taking into account restrictions and long-term goals. Drops in revenue due to economic conditions, as well as delays in state financing, which adds to the complexity, have damaged cash flows. County

governments had been obliged to rely on short-term loans for liquidity to manage financial flows over a budget period with little value loss (Kathungu, 2016). Local governments have been unable to meet capital expenditure obligations due to a lack of quick cash injections when they are unable to borrow in the short term (Okongo, 2015). County governments supported catastrophe risk reduction and development planning programmes that codified the role of communities and the institutions that represented them. Mobility, clan dynamics, social structures, population distribution, and climate fluctuation and change were all considered in ASAL county planning.

Kenya's county budgets have remained largely an inefficient tool for accomplishing county objectives despite several attempts to modify the budgeting processes, including implementation and control through the Public Finance Management Act changes. Under budgeting hurts a county's people's ability to attain their desired goals and objectives in any given locality. The goal of this study was to identify and assess the factors that may influence how well Kenyan county administrations manage their finances. The Samburu County Government must be able to execute the tasks that have been allocated to it, as well as develop budgets that appropriately reflect the county's earnings and expenses.

Project deliveries in the Samburu County government in Kenya have remained a big challenge, while the electorate urgently requires essential services. Despite adopting budget control methods and following the Public Finance Management Act of 2012, it is obvious that the County is still having trouble completing projects on schedule. This study looked at how controlling the budget affects getting projects done in the Samburu County Government. It also found ways to deal with the problems of getting projects done.

1.2 Statement of the Problem

Despite the influence of public engagement, staff competency, and regulatory limits, many Kenyan county administrations continue to implement capital projects within agreed-upon budgets and project goals inefficiently. Section 107(b) of the Public Finance Management Act of 2012 requires each county government to allocate at least 30% of its budget to development initiatives during the next few years. Except for the Nairobi City County Government, all county governments met the criteria in the 2020–21 fiscal year. Samburu County was chosen for the study because it is one

of the areas in Kenya where many people are very poor. The study looked at four aspects of people's lives: how long they live, what they know, how much money they have, and how included they feel in society. This area is known to have less access to good health, education, and a comfortable life.

The 2021 financial statement for Samburu County Government, which includes spending on regular expenses and new projects, was reviewed by the Auditor General and reflected the final expenditure budget and actual on a comparable basis, totaling Kshs.6.4 billion and Kshs.4.7 billion, respectively, resulting in an under-expenditure of Kshs.1.7 billion, or 27% of the budget. With Kshs. 906, 603,119 spent against a Kshs. allotment, the development vote experienced the biggest underspending. 2.1 billion, resulting in a 58 percent budget shortfall of Kshs. 1.3 billion. Contrary to the budget estimate, the actual expenditures under the recurring vote were Kshs. 3.4 billion rather than Kshs. 4.2 billion. This resulted in a Kshs. 0.8 billion (11% of the total) budget deficit. There has been a persistent failure to realize estimated expenditure and completion of capital projects on time for the previous five years in Samburu County because capital development projects intended to be finished during that time had never been completed on time. Despite extensive public involvement, Samburu County never received many of the goods and services it required. This begs the question of whether financial constraints influenced the implementation of capital projects in Samburu County, Kenya.

1.3. Objectives of the Study

1.3.1 General Objective

The overarching purpose of the study was to evaluate the influence of budgetary control on capital project delivery in the Samburu County Government.

1.3.2 Specific Objective

i. To assess the impact of operational budget evaluation on capital project delivery in the Samburu County Government.

ii. To evaluate the impact of cash flow budget monitoring on capital project delivery in the Samburu County Government.

iii. To explore the impact of capital expenditure budget planning on capital project delivery in the Samburu County Government.

iv. To examine the moderating influence of the Public Financial Management Act (2012) on the link between budget control and capital project execution in the Samburu County Government.

1.4 Research Hypotheses

$H0_1$: Operational budget evaluation has no statistically significant effect on capital project execution in the Samburu County Government

$H0_2$: Cash flow budget monitoring has no statistically meaningful impact on capital project delivery in the Samburu County Government.

$H0_3$: Capital expenditure budget planning has no statistically significant effect on capital project execution in the Samburu County Government.

$H0_4$: In the Samburu County Government, the Public Financial Management Act (2012) has no statistically significant moderating influence on the relationship between budget control and capital project delivery.

1.5 Significance of the Study

The research results could help county governments comprehend the factors that affect county budget management systems and performance, as well as what they should do to enhance the aforementioned budget performance. A government institution, such as the national government, can comprehend why enormous quantities of money go unused and are returned to the Treasury by county governments.

This study may be of interest to academics who want to learn more about how budget constraints affect the delivery of public services. As a result, the study sought to provide fresh information to decision-makers in the capital project delivery and public resource management sectors. The conclusions of the study would be valuable to the county executive, county assembly and politicians if they were made public.

Through the development of policies, particularly accounting policies, management policies, and operational policies, the study may have an impact on internal controls by ensuring the protection of assets and lucrative projects. This provides information on the significance of routine policy reviews in every aspect of the county's management of its public finances and introduces internal controls that can strengthen the county's capacity to increase project delivery.

1.6 Scope of the Study

The study looked at the impact of budget constraints on capital project completion in Samburu County. This included 52 employees from the ten ministries in Samburu County who work in job groups J, K, and L. These were the department heads who were actively involved in budgeting. As a result, the scope of this inquiry was constrained to how the forms of budgetary arranging, budgeting, and budget execution influenced the general execution of the Samburu District government. This consideration explored the Public Finance Management Act, 2012, deliberately to supply an understanding of the viable administration of open accounts, the oversight duty of Parliament and County, and the distinctive obligations of government substances and other bodies, and for associated purposes.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The conjectural basis of this chapter's discourse includes a survey of relevant theories, a conceptual framework and discourse of the study's variables, an observational review and study of relevant fabric, and data exploring the gaps in the review of the literature.

2.2 Theoretical Review

A theoretical framework is a description of a phenomenon based on conceptual analysis, prior research, and publicly disclosed assumptions (Camp, 2001). To achieve a fundamental understanding of the phenomenon, agency theory, institutional theory, and stakeholder theory were explored in addition to the study objectives.

2.2.1 The Agency Theory

This viewpoint was founded on Berlie and Suggests' (1932) proposed office theory. Office conjecture is frequently used in bookkeeping and ledger writing to explain how, by default, an office relationship exists when one person supervises the accounts of another. An organization relationship is a legal action in which one or more parties (the principals) hire a third party (the pro) to perform a service on their behalf and delegate significant decision-making authority to the pro (Jensen & Meckling, 1976).

This approach was applied to examine execution and internal control strategies. The agency hypothesis established differentiation by outlining the agency's role and responsibilities in reviewing and archiving local and national government accounts in the financial management system. Agency theory's application is supported by evidence that suggests increased efficiency can be achieved with fewer input controls, results-driven steering, financial incentives, and competition. However, it is unclear how budgetary controls impact on the quality of capital project delivery and policy effectiveness. A fundamental concern in agency theory is paying attention to the main risks of not delivering on promises, such as the government's vulnerability to financial and job concerns, as well as the possibility of political favoritism and corruption.

When counties implement budgets, the consequences of modern intra-county legislative planning procedures are too uncertain (Martinez & Pritchard, 2019). According to the agency's reasoning, county citizens can monitor the two arms of government through reports and request the reviewer generals' impartial decision. The goal was to ascertain whether county governments spent money by the passed budget and to voice concerns about any irregularities that might point to financial abuse and prevent county residents from receiving essential services.

Politicians, on the other hand, frequently complain about having access to an abundance of information that is of varying quality and utility. Information is frequently presented in developing economies in a way that is unclear or difficult to understand. Politicians in the legislative and executive branches have varying levels of comprehension and informational needs, so the information must be tailored to their needs. Feedback on capital project implementation should also be supplied at the appropriate time for the appropriate decision. The importance of agency theory is linked to the major difficulty of producing high quality, relevant data that takes into consideration the timing and capacity restrictions that political decision-makers face. The agency theory establishes a link between principals, such as county residents, and agents, such as legislators and, in particular, county treasurers, in the implementation of county capital projects each year (CoG, 2018).

Politicians are always in control of capital project delivery, but they must also evaluate competing interests when making budget decisions. Their top goals are elections and showing communities that they understand and address their concerns. They make judgments and use information in a fast-paced setting, and they operate on short-term time horizons, frequently seeking immediate results before the next election. Meeting these political demands is not always compatible with fiscal decision-making based on performance data. In some political circumstances, programs are continued even though their efficiency and effectiveness are questioned. We build budgets in our counties based on politics, and utilizing data to determine how well we are doing may not be a logical decision-making process. The concern is instead how to ensure that performance data is used more frequently than planned. Contextual factors such as the economic circumstances and the larger political and

institutional frameworks in place in a local government influence the type of incentives required and for whom (Martinez & Pritchard, 2019).

According to this viewpoint, the governor and deputy governor are elected by county residents to serve as the county's leaders for five years. The governor appoints County officials and other officials to lead various offices within their area. The internal review, observation, and evaluation divisions can aid area individuals in reviewing the County's monetary and non-financial performance. County governments are judged on how well they use the assets and resources at their disposal to complete capital projects, as well as how well they control costs during the execution of capital expenditures.

Given the preceding definition of the agency relationship, it is likely that one of the causes of budget control disappointment is the agent's failure to act within the best interests of the principal. To ensure that the agents acted in the best interests of the principal and citizens, public involvement and rigorous adherence to government criteria were implemented. This would enable efficient budget administration and the hiring of staff with the necessary skills and knowledge of budgetary regulations (Aduwo, 2019).

Wells (1991) used the agency hypothesis to investigate the benefit execution-checking activities of municipal bureaucracies, and his findings contradicted the wishes defined by the agency hypothesis. In this environment, a modest difference in the elements that influence checking was seen between monitoring and non-monitoring urban organizations. In that context, this hypothesis was used to assess budget control elements close to the Public Finance Administration Act 2012 and project deliveries to set up the likely issues that appeared to propagate development issues within the Samburu District and confirm whether an office issue existed. In that respect, if the interests of principals and agents were undoubtedly in conflict, then the county must have sought ways to minimize this conflict by improving project deliveries, hence the purpose of this study.

Perrow (1986) criticized this theory, claiming that researchers had only focused on the principal side of the agent problem, claiming that the problem could also arise from

the principal side and that this theory ignores principals who intentionally deceive, shirk, and exploit agents.

2.2.2 Stewardship Theory

Concurring with stewardship speculation, the shared incumbency of these commitments overhauls the shareholder interface. An observational examination nullifies agency theory while supporting stewardship theory (Donaldson, 1991). Davis, Schoorman, and Donaldson (1997) popularize steward sticks and maximize shareholders' wealth through corporate triumph since the steward's utility capacities need to be maximized. In this setting, stewards were area directors or treasurers who guaranteed and made projects available to Territory tenants.

This concept was pertinent to the current study because it disapproves of individualism and affirms the role of top county officials, particularly county treasurers, as stewards who incorporate their goals into the more comprehensive county plans. When capital projects are completed, county government finance officials (stewards) are happy and motivated, according to the stewardship technique. This study used the stewardship concept to show how county officials could act in the role of stewards by accepting their responsibilities and making an unwavering effort to deliver the best capital projects across the County. To save money and give the governor and county speaker stronger stewardship roles in the county governments and assemblies, respectively, stewardship theory further supports the merging of such roles. Merging roles suggests that the county's development procedures would serve and protect residents' interests (Donaldson, 1991). Freeman (2017) applied this theory to the bounds of corporate social responsibility. This study made use of the stakeholder theory because it would assess how well the legitimate county stakeholders' opinions, interests, and advantages were realized. It was also used to evaluate the county's capacity to carry out project deliveries successfully through its strategic plans, improving the county's performance.

Stakeholders' interests are crucial to the success of the county government in carrying out strategic plans because the relationship between the two organizations is crucial for the future of both. Samburu County needs projects to enhance the quality of life for its residents and service delivery. Even though the interface of partners and the community may have been taken into account amid the critical planning, occurrences

of poor quality of life and prior underdevelopment difficulties are still visible, which served as the basis for this consideration. The stewardship hypothesis is still in its infancy and has yet to be extensively tested experimentally. Existing research is limited, focuses on a few administrative components, and does not provide a comprehensive picture of stewardship-based management plan implementation suggestions (Dutzi, 2005).

2.2.3 Institutional Theory

The Public Financial Management Act 2012 also covers how money is spent on big projects and buying things needed for them. Public procurement is when the government uses money from different sources to buy things like goods and services or to hire people to do construction work. They get the money from things like taxes, loans, and foreign aid. Public procurement is when a government or organization buys things using money from the public. (Voronov & Weber, 2020) The regulatory pillar means using rules, laws, and fines to make sure everyone follows the same rules. The social contract is like a basic rulebook for following the right way to do things, and what is important to us in society. The cultural-cognitive pillar is based on what people believe and understand together.

This idea was significant to the study because of the usage of procurement laws, regulations, and processes in government-funded organizations, notably in Kenya's devolved government systems. The county constitution states that the county government must implement procurement budgets that cover more than 60% of all expenditures and contribute at least 15% of total revenue to the national treasury. In addition to emphasizing the dependence of actors' actions on institutions and the role of humanitarian organizations in institutional change, institutional theory was used as a popular and effective tool to explain the actions of both individual and collective actors. With a primary focus on the County strategic plan implementation environments and project delivery issues, which serve as the study's primary sources of information, in this consideration, the regulation hypothesis was used to evaluate the Public Finance Management Act of 2012 and County budget control administration concerns.

According to Alvesson and Spicer (2019), institutional theory has passed its "best sometime recently" date, owing to broad definitions and attempts to account for too much, making it impossible to establish what is special about the gathering of inquiry. One of the most serious issues is the difficulty in measuring institutions; we know they exist, but how do they differ? The link between structure and action is always at stake in institutional theory. The reflexivity and capacity of various actors to identify and pursue chances for action and change differ. Institutional logics condition actions, but more has to be known about the nature and diversity of such 'conditioning' rather than merely assuming behaviour is deterministic (Delbridge & Edwards, 2013).

2.3 Empirical Review on Study Variables

2.3.1 Operation Budget Evaluation and Capital Project Delivery

Mutungi (2017) investigated the impact of budgeting and budgetary administration on the Kenyan government's budgetary execution. Budgeting and budgetary control, administrative adequacy, and national organization were all discussed. The analyst investigated the relationship between budgeting, budgetary management, and financial execution in the 47 countries under consideration using a quantitative clear inquiry technique. The county government faces budget implementation issues, according to the findings, including non-compliance with the Public Financial Management Act 2012's budgeting timeliness standards. In the study, budgeting and budgetary management were found to have a significant positive correlation with financial performance.

Australian Government Services (2022) looked into the relationship between government-wide performance information resource allocation and performance outcomes in Australia. The findings of this study show that there should be no relationship between resource distribution and performance outcomes. This study suggests that it is not appropriate to mandate a general direct or close correlation between pay and performance outcomes. This was because automatic linkages led to the distortion of incentives, the failure to address the root causes of subpar performance, and the requirement for extremely high-performance quality, which was infrequently available. Additionally, in some industries, a direct relationship would be

possible; however, this should be decided on an individual basis rather than by creating a system that applies to the entire government.

Braimah and Onuoha (2022) researched the income creation and execution of Nigerian neighborhood governance committees. The distribution of benefits at the grassroots level is vital to the financial and political progress of any community. The study's goal was to determine whether the low level of venture implementation at the local government level was due to a failure to meet statutory obligations and whether income generation had a significant impact on local government execution. The study's findings revealed that the local government's failure to produce revenue stifled grass-roots growth in Nigeria.

Internal control vulnerabilities, according to Hamed (2023), might arise if the internal control system does not adhere to PFM requirements. Internal control flaws can develop if the internal control system fails to follow PFM principles in any organizational context. There are times when the public sector budget lacks a reliable internal control system that is disregarded for personal gain, leading to improper management of an institution's spending, such as capital expenditures, and the failure to complete capital projects. There has been little research on how the government can ensure that large capital projects are completed on time.

The Western Australian State Government devised the Strategic Asset Management Framework (SAMF) to ensure that major capital projects were finished within 5% of the original budget. Interviews with stakeholders who have participated in the delivery of capital projects using the SAMF were conducted to gain a better understanding of how the SAMF has been utilised to deliver capital projects. Optimistic bias and strategic misrepresentation are avoided by the SAMF, according to the interviewees, by using independent auditors. Important, practice-based findings from the study have been used to manage and regulate asset capital expenditures. Such expertise is necessary to make progress in addressing the issue of cost escalation that afflicts big capital projects. According to Ika (2018), those in charge of designing an infrastructure project's budget commonly succumb to the "planning fallacy" and rely on Machiavelli's formula to achieve project acceptance. Costs are overstated, revenues are overstated, environmental effects are downplayed, and development

effects are overstated in this scenario. Regardless of the overall cost of a large capital project, projects would move forward if social benefits were explained and supported.

Performance-informed budgeting techniques are helpful in the budgeting process and are frequently used to inform budget allocations as well as other information on political and budgetary objectives (OECD, 2022). Performance (planned or actual) and money are not mechanically or directly linked, so it is only one factor in such a decision-making process. However, planning and/or accountability goals are measured when performance data is used (Australian Government Services, 2022). The majority of OECD budget debates often contain some output data, such as budgetary predictions outlining the goals that a ministry with spending authority wants to achieve with its funds, such as the number of roads or hospitals within the areas of jurisdiction. The introduction of PB, according to the report, formalizes this process and puts a greater emphasis on setting goals and evaluating performance.

Technical problems caused by optimism bias at the start of a project include incorrect data, insufficient data, and constrained forecasting techniques. Political issues, in which estimates are purposefully inflated or deflated to win project approval, and psychological issues, in which predictions of data and information are subconsciously interpreted to favour a desired outcome (Chambers & Tzavella, 020), In this tendency, also known as "post-choice information selection bias," data are used to support an earlier conclusion. It's usually a defensive posture that minimizes the possibility of prior poor choices and a desire to keep one's weapons (Border, Johnson, & Evans, 2019).

Customers in the majority of countries fixate on this preliminary estimate and use it as the foundation for cost management, which forces estimators and planners to rely on heuristics. According to the Washington Auditor General's report, the budgets for the projects under examination were complete at the time of project delivery. When a budget estimate begins to change, decision-makers may prefer to cling to their original plan rather than admit that expenses will rise when new information becomes available. According to Love, Ika, Matthews, and Fang (2021), this is known as the "in-project optimism bias."

Estimators may be particularly affected by the tendency to exaggerate contrasts between the past and the present to look more deserving or capable than they are. Underestimating losses when investing more than initially anticipated, exaggerating the project's eventual benefits by ignoring or abandoning the business case, and asserting unanticipated rewards like project spin-offs are some of the challenges that contribute to capital project failures (Jeff, Dustin, & Sam, 2022).

Several county governments failed to submit their financial and non-financial reports on time during the first nine months of fiscal year 2020/21, as required by Sections 166(4) and 168(3) of the Public Finance Management Act of 2012. This failure to comply also explains why county governments have experienced delays in receiving conditional funding, which has led to a dearth in the delivery of capital projects. County governments must now adhere to the rules of the applicable laws and submit both financial and non-financial reports to the respective organizations by the deadlines specified. According to Article 207(1) of the Constitution, all county government funds must be deposited into the County Revenue Fund before being used. Bungoma, Busia, Embu, Isiolo, Bomet, Kajiado, Kiambu, Nyamira, Siaya, Elgeyo Marakwet, Kisii, Kitui, Mombasa, Nakuru, Nandi, Nyeri, Samburu, and Turkana are among the 19 counties included in the County Governments' Budget Implementation Review Report (PFMA, 2020).

2.3.2 Cash Flow Budget Monitoring and Capital Project Delivery

Babatunde and Dandago (2014) looked at how poorly implemented internal controls affected capital project management in Nigeria's public sector. It was proposed that 228 capital projects would be a representative sample. ANOVA and Chi-square statistics were employed to assess the data. The study found that a lack of internal control frameworks hampered capital expansion management in Nigeria's open sector. The study argued for rigorous adherence to the internal control framework within the best interface of the inhabitants.

Kwale County's (Kenya) sluggish capital project execution was due to poor cash management. To manage cash flow, the county established spending caps on capital projects at various stages to ensure that there was adequate money available for continuing costs, hence limiting capital spending. Because Kenyan local governments

rely significantly on national payments, which arrive too late in the fiscal year to be spent before the books close, cash flow is a critical component of the overall credibility difficulty at the subnational level (Lakin & Kinuthia, 2019).

On the other hand, the budget design and administration systems in Kenyan counties are insufficient. The counties frequently spend more money than they bring in and exaggerate their income, which damages their reputation and makes it difficult for them to complete capital projects on schedule. Additionally, counties implement supplementary budgets ineffectively, and, surprisingly, supplementary budgets may undermine rather than strengthen budget confidence. These excuses can be divided into several broad groups, including political and technological factors: Budget and finance bill approval delays; problems with cash flow that result in implementation delays; incorrect revenue estimates; and insufficient processes or capabilities, including problems with procurement (Indeche & Ayuma, 2015).

The majority of Kenyan counties experience cash flow challenges throughout the year. Because funds are only collected at the end of the fiscal year, some expenses must be carried over to the next year. Revenue collection cannot reveal any credibility issues but can still be reported as under spending in budget implementation reports. The execution of capital projects has been hampered in several counties by timing issues with the distribution of cash contributions. By the middle of the year, these counties had only received more than 50% of their intergovernmental transfers, and by the end of the third quarter, only 65%. This trend was particularly visible in 2017. Given that intergovernmental transfers account for approximately 84% of the approved budget across the 47 counties, receiving 35% of this revenue (or approximately 29% of total revenue) in the fourth quarter is likely to jeopardize counties' ability to spend and deliver capital projects (Lakin & Kinuthia, 2019).

Even so, because funds are made available at different times throughout the quarter and because using money earned in June is much harder than using money earned in April, the severity of the situation may be overstated. The Kenyan PFM statute prevents immediate use of the County Revenue Fund's available funds. To request this money, counties must contact the Office of the Controller of Budget, which may take some time. It is unlikely that the money collected in June was used because the end of the year is quickly approaching (Kinuthia & Lakin, 2019).

2.3.3 Capital Expenditure Budget Planning and Capital Projects Delivery

On the other hand, the Integrated Financial Management System's (IFMIS) poor performance influences the selection and payment for previously completed projects and services. The IFMIS system, which processes all county budgets, can malfunction and have an impact on both budgeting and implementation. Although densely populated areas such as Nairobi are affected, it is unclear whether the issue is due to a lack of internet or other software issues. The late delivery of intergovernmental transfers is often linked to budgetary concerns. Unfortunately, late payouts make it more difficult to determine why some departments go over budget more often than others do. In Baringo County, for example, the Water and Irrigation Department spent only 39% of its authorized budget in 2017/18, while the Agriculture, Livestock, and Fisheries Department spent 86%. Additionally, likely, the issue is not just a result of the federal government's tardy payments but also local county decisions about how to manage scarce financial resources (CoG report, 2021). Strategic misrepresentation and optimism bias have long been acknowledged as contributing factors to project cost overruns and failures in Australia (Flyvbjerg, Budzier, & Lunn, 2021). The term "strategic deception" refers to the "planned, systematic distortion or misstatement of fact or lying in response to incentives in the budget process."

In Nairobi, Kenya, Njeru (2022) investigated how budgeting procedures affect the delivery of government-funded projects. This study attempted to determine why many projects fail to be completed. Delays, quality issues, and running over budget were major issues for these projects, making it difficult to keep moving forward. The study aimed to evaluate how budgeting influences the performance of government-funded projects in Nairobi. According to the data, limiting expenses had a significant impact on how well the project performed. Isaboke and Kwasira (2016) evaluated the impact of budgeting and planning processes on Kenya's Nakuru County's financial performance. According to the study's findings, financial capacity during the budgeting and planning process had a statistically significant impact on financial outcomes.

Aduwo (2019) investigated how successfully Nigeria's Ado-Ekiti Local Government managed its funds and budget. Budgeting and budgetary management, according to the study, helped the Ado-Ekiti nearby government accomplish its lawful pledges for the expansion of high-quality lanes, channels, and open civilities, as well as the planning and upkeep of high-quality healthcare administrations. The study discovered that local government budgetary control resulted in satisfactory results in the provision of public amenities to its inhabitants. The findings of this study suggest that local governments should adopt a common financial framework for efficient planning and a steadfast dedication to budget execution. To improve local government performance, local legislators should regularly approve appropriation legislation, and budget plans should be formally enforced to allay worries about financial performance and guarantee the prompt delivery of public services.

Citizens in a few Kenyan counties have a role in capital project selection, and their decisions, including the funds they allocate to each project, are final. Members of the public in Baringo and Marsabit counties, on the other hand, do not have enough knowledge or technical advice to ensure that their ideas are practical and that adequate funding is supplied. It is difficult for capital projects to take off or finish when they are significantly underfunded, according to county authorities. As a result, one of the problems with participation techniques is a lack of technical direction, which is in line with global good practices for participation (Lakin & Kinithia, 2019).

There will be funding difficulties if the goals are set too high, and certain budget lines may not be implemented. Local revenue, for example, only covered 6% of Kakamega's budget in 2017/18, but the county is under spending was above 20%. Internal revenues account for a far smaller percentage of county budgets in many other counties. Nairobi, on the other hand, is an exception, with OSR spending making up more than half of the city's allocated budget (CoG report, 2021). Counties are concerned about contractors' ability to complete projects according to contract requirements. Although it's unclear if there is a common method for valuing contractors, there seem to be problems with the existing frameworks and government regulations that favour local contractors and particular demographic groups. Online tendering procedures, for instance, have reportedly made it simpler to evaluate

contractor capabilities, according to representatives in Baringo County (CoG report, 2021).

Adafin, Rotimi, and Wilkinson (2016) discovered that in Australia, the difference in costs between the initial cost plans and the actual bids varied from 14 to 16 percent. The cost increase was caused by various factors, including modifications to the design, changes in owner/stakeholder needs, and a lack of specific data for accurate cost estimating at the project's beginning. Although the accuracy of an estimate depends on the data upon which it is based, as more data became available, the estimate's accuracy increased. Politicking (i.e., action carried out for political goals), optimism bias, and strategic deceit all have an impact on project cost certainty during the early stages (Flyvbjerg et al., 2021).

2.3.4 Budget Control. Public Finance Management Act, and capital projects deliveries

White (2020) investigated the link between socioeconomic environments and adherence to Treasury rules and regulations. The study found that, in addition to complex socioeconomic environments, effective service provision required adherence to Treasury rules and regulations. That was why changes in European financial regulations benefited businesses and corporate treasury management practices.

Dlomo (2017) studied how the Open Fund Administration Act of 2015 changed the way money was managed and spent in Uganda. The study discovered that Treasury rules and controls were not just optional but also required by the Public Finance Management Act of 2015 to establish clear accountability policies for those responsible for managing public budgets. This discovery goes against what Kisaku (2017) found that some local government officials were not following the right rules and were using creative accounting methods. They were also not following International Public Accounting Standards (IPSAS).

To make sure that public officials do the right thing and prevent bad behaviour, we need to create effective tools that thoroughly check how things are done (Nicolaides & Manyama, 2020). These tools helped make the government more transparent, accountable, and efficient. By doing thorough checks, we can find and fix any ethical wrongdoing. (Shava & Mazenda, 2021) These mechanisms included internal checks,

independent oversight groups, protection for whistleblowers, and a strong system for punishing wrongdoing. These actions helped to keep trust, uphold good leadership, and protect people's connections. In Tanzania, challenges with dealing with misbehaviour have resulted in a dearth of administrations for local governments. In Uganda, they have been unable to investigate infractions because there is widespread corruption that is not being addressed by the required institutions.

According to Wang'ombe and Kibati (2017), the Public Finance Administration Act of 2012 clearly describes the norms, hones, and methods for open-back administration by all government substances. The structure's Article 201 specifies the standards and practices of public funds, including openness and obligation, as well as public bolster in monetary concerns and value in resource conveyance. Siala (2018) explored the elements that influence public engagement in budget formulation in Nairobi County. The sample population included 104 people. This sample was drawn from 144 participants in the previous (2014/2015) Nairobi County budget formulation process. The study's findings on which decentralization factors influence public participation revealed that tokenism and non-participation both influence public participation in budget formulation. Non-participation was associated with a significant negative association, whereas tokenism was associated with a significant positive-weak association.

Hadley, Hart, and Welham (2020) argued that when the responsibility for a service is not clearly defined by one government unit or level, the challenges of coordinating public finances, public financial management, and service delivery become much more difficult. In these situations, responsibilities should be shared between different levels of the government, with people from different levels working together to make sure benefits are given out fairly. When we talk about public financial management, we are talking about how budgets are planned, used, and overseen. The important question to answer is: whose budget and accounts should be looked at? The budget of the responsible government or central government, or the budget of local governments in charge of certain public services, should be the emphasis.

According to Bahl and Winged (2018), two conditions must be met for PFM to contribute to significantly greater benefit conveyance in a multi-actor, between-time setting. To begin, all tiers of government, unusual substances, and advanced benefit conveyance units must successfully administer open accounts amid budgetary control. At this point, it is critical to acknowledge that these substances are not components in a solid machine; rather, each supervisor may be a component of benefit conveyance, frequently with some autonomy, and is subject to a variety of regulatory motivational forces and constraints. A good arrangement of funding and PFM frameworks among all important performing artists was required for successful benefit conveyance administration. Currently, there are few, if any, tools available to assess such alignment and coordination within the PFM, decentralization, and service delivery financing communities.

2.4 Conceptual Framework

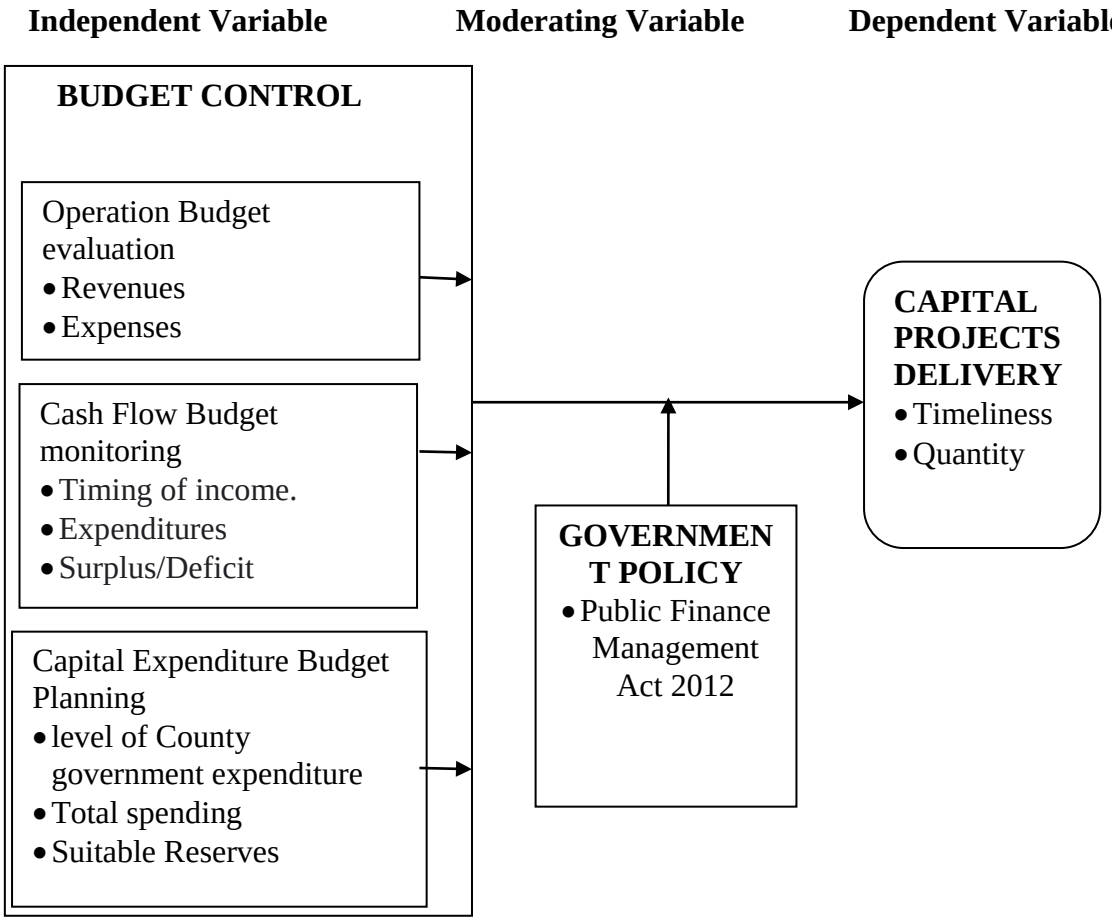

Figure 2.**1 : Conceptual Framework**

Following a thorough review of the literature, which included pertinent theories and empirical studies on the county government's budget administration and capital project delivery, a conceptual approach was developed. Samburu County government's involvement in the execution of capital project delivery, the dependent variable, which included the number of capital projects and the timetable by which work was accomplished, was measured.

Operational budget review, cash flow budget checking, and capital budget use planning were among the independent factors. The county uses a working budget, which budgets income and related expenditures in detail and breaks them down into major areas such as income, pay rates, benefits, and non-salary costs. Capital budget requests are frequently made for the acquisition of large resources, such as genuine domain, equipment, or IT frameworks, which place significant demands on a county's financial flow. Capital budgets are used to distribute reserves, manage risks in decision-making, and determine needs based on public suggestions. Cash budgets, which link the other two budgets, take into account both payment scheduling and cash receipts from receipts. Funds budgets let provincial management monitor and oversee money flow by assessing whether more capital is required, if the province should raise funds, or if there is an excess of capital.

The Public Finance Administration Act of 2012, a parliamentary act that governs the competent administration of open accounts by national and county governments, the oversight work of parliament and provincial congregations, the various responsibilities of administrative substances and other bodies, and for related purposes, was the driving variable in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the procedures utilised to carry out the entire study, including the research plan, target population, testing protocols, data gathering tactics, instrument validity and reliability, and information processing and analysis, all of which are depicted at the start of the project.

3.2 Research Design

An inquiry about the plan is a technique or procedure for gathering and analyzing information in inquiries about studies. It depicts the methods used to collect information, the tools used, and the methods used to analyze the information. This study employed a hybrid research technique that included both correlational and graphic plans. Kabir (2016) posits that this approach is best suited for obtaining unambiguous data when the investigator is required to represent the current situation.

To make sense of the data, the study used both visual and correlational request methodologies to analyze, exhibit, and understand it. This strategy allowed the concept to depict both subordinate and free components. However, the relationship arrangement was used to determine the quality of any relationship between two or more components (Taherdoost, 2021). The relationship method was effective because the study's goal was to investigate the effects of budget management practices on the delivery of capital operations by Kenya's Samburu County government.

3.3 Study Area

Samburu, Kenya's northernmost county, is located on Lake Turkana's southern shore. Turkana to the west and northwest, and its other boundaries are Laikipia and Baringo to the southwest, Marsabit to the north and northeast, Isiolo to the east and southeast, and Isiolo to the west and northwest. According to the most recent census, the county has a population of 310,327 people who live in an area of 21,200 square kilometers. Samburu, Kenya's fourth-least-populated county, has 71.2 percent of its population living in poverty, which is greater than the country's average of 45.2 percent. The county's allowed supplementary budget for fiscal year 2019/20 was Kshs. 6.80 billion, according to the controller of budgets' 2019/2019 report, with Kshs. 2.53 billion

(37.2%) going towards advancement and Kshs. 4.27 billion (62.8%) going towards current programs. Failure to implement development projects has been one of the main challenges that have prevented the county from successfully implementing its budget.

3.4 Target Population

Taherdoost (2019) defines the target population as "all the different groups of people who are relevant to the topic of a research study." The Samburu County Government's ten ministries were the focus of the study, which also concentrated on 52 workers in the J, K, and L job groups. These were department heads who were regularly involved in the budgeting process. The distribution of the target population is depicted in Table 3.1.

Table 3. 1: Target Population

Ministries	**Department Heads**
County Treasury	14
Agriculture, Livestock and Fisheries.	12
Water Environment Energy and Natural Resources	1
Youth Culture Gender, Sport and Social Services	1
Public Services Training and Devolution	13
Infrastructure	3
Lands, Physical Planning and Housing	2
Industry, Marketing and Tourism minister	2
Education, Vocational Training ICT and e-Government	2
County Public Service Board Members	2
Total	**52**

Source: County Government of Samburu Records (2022)

3.5 Method of Sampling

Kull (2013) defines sampling as the process of selecting and examining a small group of people, subjects, or events to learn more about the larger population from which they were drawn. The number of responders who opt to speak to others in information gathering as an agent test of the broader population is a test measure. The analyst employed the census technique to meet with each of the 53 respondents because the

target population was tiny. Because data was gathered through full identification, the test estimate in a census was higher than the population estimate. When a test has an immaterial population, the entire population is frequently used (200 or less, for example). A census collects data on the entire population while eliminating sampling error. As a result, to attain the requisite level of precision in this study, the complete population must be examined (Singh and Masuku, 2014).

Where N indicates the population size and n represents a small sample size. n0 = Z2 np q / e2, where N denotes the total number of people and n is the estimate from a smaller test. The formula is n0 = Z2 times p times q, divided by e2. When we use n0 as a test estimate, Z2 is the point on the normal curve where 95% of the data falls below, e is the degree of accuracy, p is the estimated proportion of a property in the population, and q is the inverse of p. The value of Z can be determined in tables that show the range beneath the average line.

This provided 385 = $((1.96)^2 * (0.5) * (0.5)) / (0.05)^2$ giving, a random sample of 385 individuals from the target demographic which should be sufficient to provide the requisite confidence levels. Since the sample in this study was small, a modified the Cochran formula for small populations was employed, which mentioned that if the population is tiny, the sample size may be slightly lowered. An adjustment greatly reduced the required sample size for tiny populations, a technique known as population correction, and hence the formula was used in this investigation.

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

Therefore the adjusted population size for this study was:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$ = number of respondents in each department.

Table 3. 2:Sampled Population

Ministries	Sampled Heads
County Treasury	14
Agriculture, Livestock and Fisheries.	12
Water Environment Energy and Natural Resources	1
Youth Culture Gender, Sport and Social Services	1
Public Services Training and Devolution	13
Infrastructure	3
Lands, Physical Planning and Housing	2
Industry, Marketing and Tourism minister	2
Education, Vocational Training ICT and e-Government	2
County Public Service Board Members	2
Total	52

Therefore, all the 52 respondents from the various departments were selected for purposes of data.

3. 6 Data Collection

Saunders and Lewis (2009) described the technique for gathering information from the investigation's selected participants as information collection. According to Mugenda and Mugenda (2003), the concept, study theme, information, and intended results all influence the choice of instrument. In the social sciences, standardized examinations, observational shapes, interview schedules, and questionnaires are frequently used (Zikmund et al., 2013).

A multiple-item measurement scale was used to develop the questionnaires. There were five sections to the questionnaire. Part A included background information, whereas sections B, C, D, and E included research variables. The questionnaire was employed to assist respondents in providing accurate data while also assisting in cost minimization because the sample size would be too large to allow for additional charges.

3.6.1 Data Collection Procedure

A survey where people completed their questionnaires was employed in this investigation. According to Hamed (2021), a self-administered survey is designed for people to complete on their own without any help from the person collecting the information. A self-administered study is often a survey that people complete on their own. The County employees were invited to complete a survey on their jobs. According to Hamed (2021), survey respondents comprehended the study's significance and knew how to answer the questions. The survey employed a five-point scale. 1 marked strongly disagrees, 2 disagreed, 3 neutral, 4 agreed and 5 strongly agreed. There is a multicollinearity problem if the resistance esteem is less than 2 and the VIF is larger than 10.

The investigation was decrypted using Sije's (2017) translation as follows: strongly oppose this idea. This idea is opposed by 1–1.8 people, 1.8 D. 2.6 Objective. 2.6 N 3.4 Agree 3.4, 4.2, completely agree 4.2; SA 5.0. The Controller of Budget's Office, the Evaluator General's Office, and the province government's treasury records were used to acquire further information on capital project conveyances.

3. 6. 2 Validity and Reliability of the Research Instruments

McNeish (2018) defined a research instrument's validity as its suitability, significance, and utility for the inferences that the study draws. They went on to say that the three categories of validity most interesting in academics are content-related, criterion-related, and construct-related validity. "Construct validity" and "criterion-related validity" refer to the nature of the psychological concept or feature being measured, whereas "content-related validity" and "criterion-related validity" refer to the content and format of the instrument, respectively (McNeish, 2018). The content-related technique was used to assess the validity of the research tools used in this study.

McNeish (2018) defines the consistency of scores as the reliability of research instruments, which have two components: stability and equivalence. Contrarily, Taherdoost (2019) defines dependability as the extent to which a measurement approach can be trusted to deliver reliable results over time. The reliability of the data that is gathered and processed is generally improved by good designs that reduce bias

(Kothari, 2004). Cronbach's alpha was used to calculate the reliability index of the research instrument. This tool evaluates the internal coherence of a set of components merged to form a single scale. A figure is considered solid if its Cronbach-alpha coefficient exceeds 0.70, according to Trizano-Hermosilla and Alvarado (2016). If Cronbach's alpha was less than 0.7, the instrument needed to be replaced before the essential inquiry could be completed.

3.7 Data Diagnostic Analysis

Conditional diagnostic and statistical tests were used in this investigation. Normality, heteroscedasticity, linearity, and multicollinearity were investigated. The distribution's shape and the scores for the dependent variable can both be predicted using the normality test (Chan, Leow, Bea, Cheng, Phoong, Hong, & Chen, 2022). The normality of the data was examined to determine whether it was accurately modelled and distributed normally (Gujarati, 2014). According to Chan et al. (2022), variables should be consistently distributed in general, especially if the results are to be applied beyond the sample. The researchers employed Kolmogorov-Sminorv tests to determine this; a value less than 0.05 shows that the data is not normally distributed. Heteroscedasticity makes analysis more challenging because many techniques for performing regression analysis rely on the presumption of equal variance (Park, 2015). In this study, the normality and heteroscedasticity of the regression residuals in the variables were assessed using the Stata 13 program.

The slope of change of a connection between two independent factors and a dependent variable is considered to be straight when it is constant. The deviation from the linearity test appears to be the sole and most direct, albeit extensive, examination. If the significant value for departure from linearity is smaller than 0.05, the relationship between independent and subordinate components is complex, providing modelling issues. According to McNeish (2018), dealing with exceptions might also help to understand linearity concerns. Because this was exhausted in the current consideration, the investigation discovered that the factors were direct.

To determine if the components were multicollinear, collinearity and multicollinearity were assessed using the variance inflation factor (VIF) and detection resilience tests (Kodongo, Natto, & Biekpe, 2015). There is a multicollinearity problem when the resistance esteem is less than 2 and the VIF is larger than 10. When there is a critical

association between more than two predictor variables in multiple regressions, multicollinearity occurs (Taherdoost, 2021).

This arises in a single-equation model when two or more explanatory variables have a linear connection. According to Kibria and Lukman (2020), as the correlation between the variables increases and the coefficients change dramatically, the projected regression becomes erroneous. Multicollinearity causes the standard error of coefficients to rise, making it more difficult to evaluate each predictor due to the variability of s in the sample. According to Taherdoost (2021), if the results of the tested sample coefficients and t-statistics were small, there would be no relationship between the affected dependent variables and independent variables.

The Pearson-pairwise connection coefficient was used to assess correlation factor relationships. The Pearson-pairwise connection coefficient indicates the strength of a direct link between two elements in a relationship. It can range from +1 to -1. When there is a connection of +1, which represents an idealized positive direct relationship between variables, there is a multicollinearity problem (Taherdoost et al., 2021).

The study looked at the different ways the dependent variable changed using a test called the goodness-of-fit test with R^2. The R^2 helped us understand how much the dependent factors were influenced by the independent factors. The R^2 value shows how much the factors explain the outcome. The importance of the relapse show was also evaluated using the basic p-value level of importance, which is good if it is less than 5%. R^2 can be between 0% and 100%. During the testing, after making an estimate, a special test called the Wooldridge test was used to see if there were any patterns in the remaining data from the study. The autocorrelation problem happens when the terms in a study are related to each other.

This study used the autocorrelation test to see if the predictor's effect was exaggerated. The test used the null hypothesis, which states that there is no serial connection. The absence of a serial relationship was proven by failing to reject the faulty hypothesis that demonstrated the presence of a specific arrangement of serial relationships. To anticipate autocorrelation, the study used a viable generalized least squares estimate or a reliable standard error method.

3.8 Data Analysis

The data was evaluated with both inferential and descriptive statistics. After determining the best-fit model for the investigation, inferential statistics employed pooled OLS, random effect, or fixed effect models. Data can be presented using descriptive statistics that take into consideration central measures, dispersion, and central measure patterns.

The mean, median, maximum, and minimum were used to determine central tendencies, while standard deviation, kurtosis, and skewness were used to quantify dispersions. To determine correlation coefficients between budget control and capital project delivery results, a correlation study was performed. The strength of the correlations between gender diversity and company value was linked to the correlation coefficients. Correlation coefficients were interpreted in Chapter 4.

The research hypotheses offered in this study served as the foundation for hypothesis testing. Each hypothesis was evaluated separately to see if the null hypothesis had to be rejected. The data was analyzed using both descriptive and inferential statistics. Unambiguous metrics were employed to express the properties of independent and subordinate parts, including maximum, minimum, median, and standard deviation. In a regression plot, the independent variables were compared to each dependent variable to establish the direction and significance of their relationships. The study employed multivariate regression to investigate the effect of budget management on capital project completion in Samburu County.

3.8.1 Model Specification

The statistical regression model given below was used to determine the association between the independent and dependent variables in this study. The bivariate variable regression model is structured as follows:

$Y = \hat{Y}_0+\hat{Y}_1X_1+\varepsilon_{it}$……………………………………………………………….…….1

Where; $\hat{Y}_0$= Intercept, $\hat{Y}_1$= coefficient, X_1 = predictor variable and ε_{it} = error term. The following regression model led the investigation;

$$Y = \hat{Y}_0 + \hat{Y}_1X_1 + \hat{Y}_2X_2 + \hat{Y}_3(X_1*X_2) + \varepsilon \text{……..……..2}$$

Where:

Y = Capital Budget Delivery

$\hat{Y}_0$ = Constant Term

$\mathbf{X_1}$ = Budget Control

$\mathbf{X_2}$ = Public Financial Management Act (2012)

ε = Error Term

$\hat{Y}_1$**,** $\hat{Y}_2$**,** $\hat{Y}_3$**,** represents Regression Coefficients for Independent Variables

3.9 Ethical Considerations in the Research

Participants in the data collection method were assured of their privacy and protection before beginning the procedure. They were also informed of the research's purpose. The given data would not be used against them, as the project was intended for academic purposes. Participants provided informed consent and were informed they could withdraw from the study at any time after completion. The National Commission for Science, Innovation, and Advancement (NACOSTI) authorized the analyst to gather information after gaining permission from Laikipia College to undertake the investigation, which necessitated the publication of a study report.

CHAPTER FOUR

DATA ANALYSED INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter explores and investigates study findings in Samburu County Government, which include both subjective and quantitative findings on the impact of operation budget assessment on capital, extend conveyance, the effect of cash stream budget checking on capital initiatives, and the impact of capital utilization planning on capital amplifies conveyance. The chapter incorporates data research for the study in the form of clear examination, clear measures, and inferential insights based on the approach depicted in Chapter 3. Finally, this chapter provides an interpretation and discussion of the data analysis objectives.

4.2 Response Rate

As part of the study, 52 questionnaires were distributed to County budget professionals. After the conclusion of data collection, 50 out of 52 questionnaires were completed and returned with the required data. This makes up 96.15% of the total questionnaires. Two respondents (3.85%) did not return the surveys. According to the results, the reaction rate was enough for the current investigation. For inspection, a reaction rate of at least 60% is required (Cresswell & Cresswell, 2018). The high response rate of 96.15% was sufficient for analysis and could be attributed to the author's persistent efforts to oversee the data collection procedure and, when necessary, decipher respondents' questions.

Table 4. 1: Response Rate

Response Rate	Frequency	Percentage
Response	50	96.15%)
Non-response	2	3.85%)
Total	52	100%

Source: Author 2023

Based on the statistics, the response rate was adequate for the current inquiry. A response rate of at least 60% is required for analysis (Cresswell and Cresswell, 2018).

The author's consistent efforts to watch the data collection technique and, where appropriate, decode respondents' inquiries could be linked to the high response rate.

4.3. Background information

The study was meant to see if it had a representative sample by establishing the demographic characteristics of the study group within the County. The county representatives provided information for this study, including sex, age in years, and highest scholastic qualification.

4.3.1 Gender of the Respondent

According to figure 4.1, there were 18 female respondents and 32 male respondents. The figure below illustrates that there were more men than women respondents, yet the results showed that the respondents were diverse.

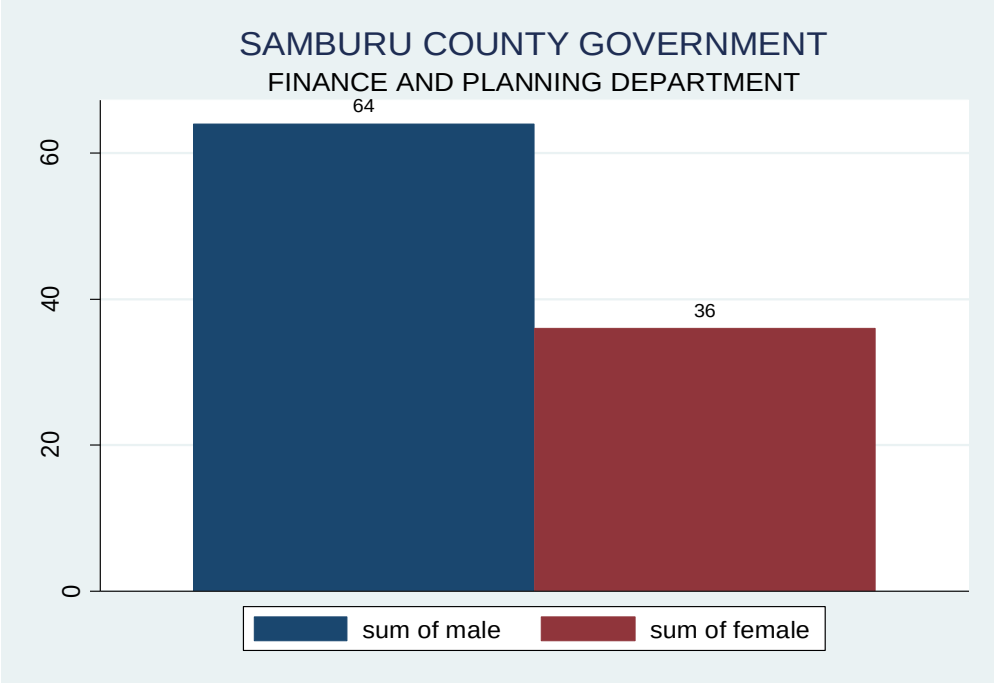

Figure 4. 1: Respondents Gender

4.3.2 Respondent's Age

Another matter to consider was the age range of the respondents. Figure 4.2 shows that eight respondents were between the ages of 18 and 30, eight respondents were between the ages of 31 and 40, fourteen respondents were between the ages of 41 and 50, and ten respondents were between the ages of 50 and 60. This suggests that the

vast majority of senior managers in county government workplaces, who are between the ages of 18 and 50, carry out project deliveries as part of their primary goal and continuous business operations while providing administrations. This representation is suggestive of developing data because of the well-balanced character of the responses and the fact that mixed-age groups made up the majority of the workforce within county government offices. According to Boehm, Kunze, and Bruch (2014), encounter and comprehension develop with age.

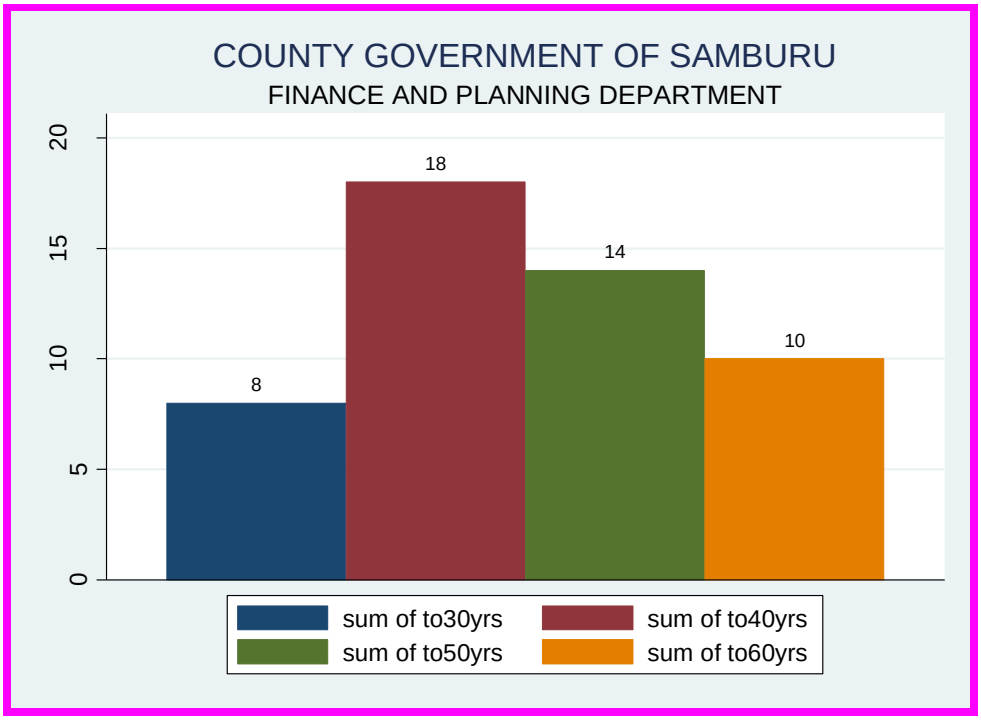

Figure 4. 2:Respondents' Age Bracket

4.3.3 Level of Education

The major purpose of the survey was to determine the respondents' highest degree of education. Figure 4.3 displays the study's findings, which indicate that all respondents got formal instruction. Thirty-one (62% of respondents) had a college degree, followed by six (12%) with a post-graduate degree, with a college capability being the greatest level of education for 13 (26%). This demonstrates that most respondents had the education required for their jobs.

The respondents' level of education suggested that they were well educated and knowledgeable enough to offer the required information that was important for this study. This finding supported the research findings of Bashir and Durrani (2014), who observed that greater educational levels are connected with more data that are trustworthy and a better understanding of professional obligations. Therefore, as shown in the figure, many respondents who held management positions had high educational qualifications.

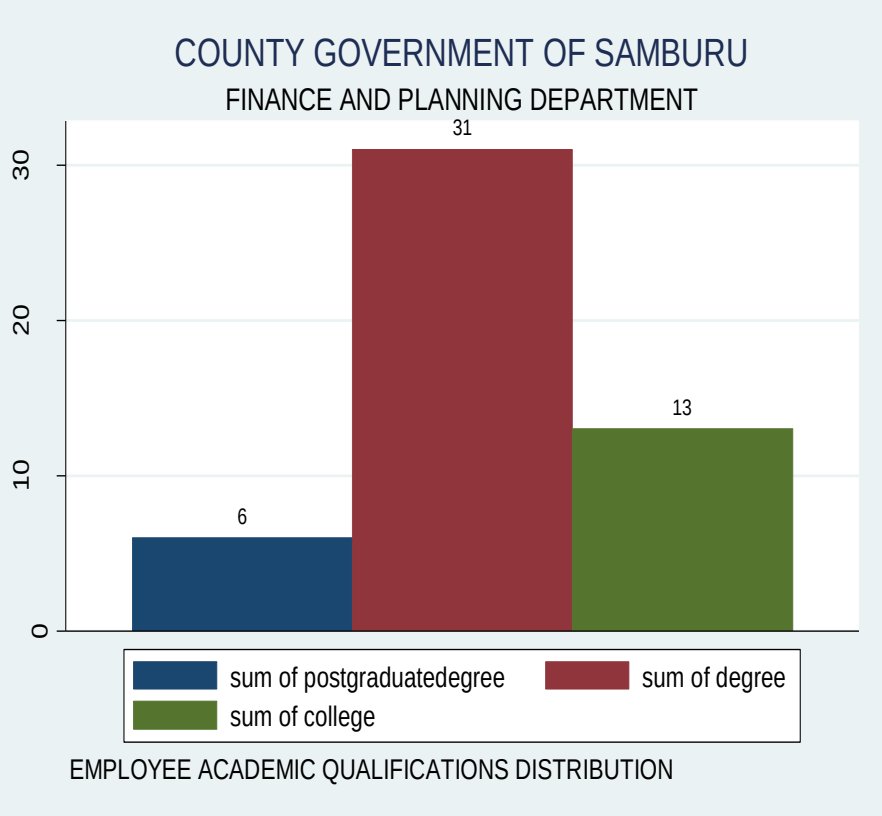

Figure 4. 3: Respondent Distribution by Educational Levels

4.3.4 Respondent's Work Experience

The study's purpose was to determine the respondents' capability within the different County establishments. According to the study's findings, six (12%) of those surveyed had been with the county government for less than five years, as shown in Figure 4.4. A total of 24 (48%) of those polled have worked for the provincial government for 11 to 15 years, with 12 (24%) having worked there for more than 20 years. 8 (16%) of those polled have been there for 6 to 10 years.

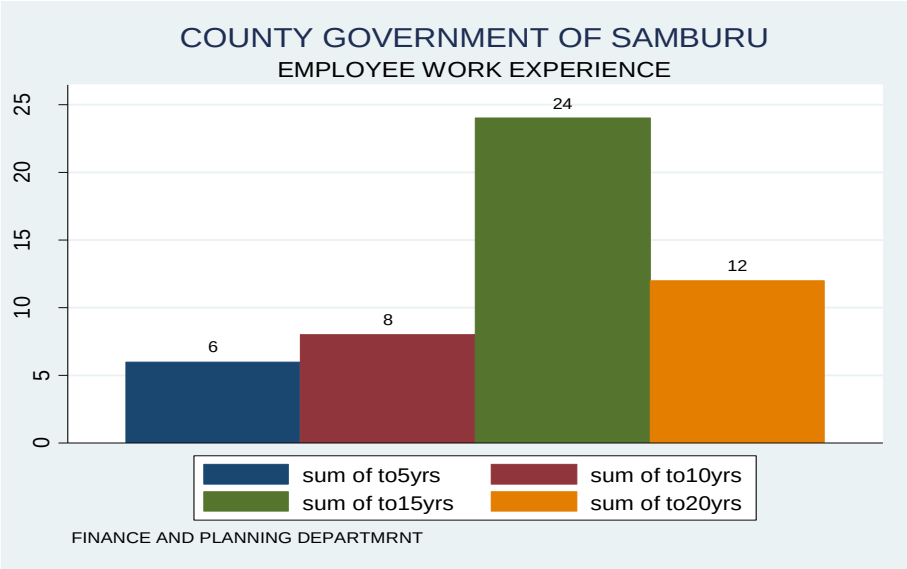

Figure 4. 4:Employee Work Experience
Source: Author 2023

This indicated that the majority of respondents had spent enough time working at the institutes to comprehend how they functioned on a daily basis. Consequently, it shows that the respondents had appropriate work involvement in their respective offices, as well as the knowledge and abilities required to successfully execute tasks. According to Kotur and Anbazhagan (2014), greater work involvement was associated with more regulatory information.

4.4 Dependability of the Data Collection Tool

Dependability refers to how well information-gathering and investigative procedures provide findings comparable to earlier analysts. A reliability test was conducted in Samburu County, Kenya, to assess the impact of strategy utilization on delivery growth. The test aimed to determine the accuracy of the information-gathering technique after multiple trials.

Psychometric tests are often used to assess survey instruments and capabilities, with a focus on internal consistency and consistent quality (Zhang et al., 2000).According to Kim and Cha (2002), Cronbach's alpha is essential for assessing internal consistency and ensuring consistent quality. Cronbach's Alpha internal consistency test was used on approved items to determine if a summary overview would provide comparable data outputs after repeated tests. Table 4.2 shows the Cronbach alpha test's internal consistency.

Table 4. 2: Reliability Test
Test scale = mean (unstandardized items)

Average inter-item covariance:	3.943504
Number of items in the scale:	4
Scale reliability coefficient:	0.8539

Source: Author, 2023

Cronbach's alpha for budgetary control variables was 0.8539, and the study's total Cronbach's alpha was more than 0.7, indicating that the research methodologies were trustworthy. This is supported by Cronbach's (1951) opinion that a study is appropriate if the Cronbach alpha is 0.7 or greater.

4.5 Descriptive Analysis of the Study Variables

Frankfort-Nachmias and Leon-Guerrero (2009) define graphic research as using factual approaches to illustrate the community under examination. This section includes item definitions, standard deviations, and replies to each question. The study used a 1-5 scale to assess respondents' levels of agreement based on destinations with 1 indicating definitely oppose this notion, 2 indicating disagree, 3 recommending unbiased, 4 inferred concur, and 5 indicating emphatically concur.

Table 4. 3:Descriptive Statistics

Statistics	Capital Project Delivery	Public Finance Management Act (2012)	Operation Budget evaluation	Cash Flow Budget monitoring	Capital Expenditure Budget
Mean	34.468	0.6760	0.710	0.456	0.868
Standard Deviation	45.298	0.587	0.213	0.211	0.474
Skewness	1.131	-3.425	0.395	0.830	1.416
Kurtosis	2.742	17.518	1,531	2.973	4.148

Source: Author 2023

Table 4.3 above demonstrates that among the independent variables, project delivery had the highest mean (34.468), followed by capital expenditure budget (0.868). Operation budget evaluation had a mean of 0.710, followed by the Public Finance Management Act (2012) with a mean of 0.676, and finally cash flow budget monitoring with a mean of 0.456. The equivalent standard deviation for capital budget delivery was 45.298, followed by the Public Finance Management Act, which was 0.587, and the capital expenditure budget, which was 0.474. The standard deviation results showed how scores were distributed around the mean. The threshold is that the lower the standard deviation, the smaller the difference between the lowest and highest results.

This indicates that data on capital budget control varied greatly. The study's data confirmed that capital budget delivery had the greatest variation in the county's ability to complete capital projects. This means that the response variations of the independent variable were quite high regarding the way it impacted capital project deliveries. The findings agree with those of Babatunde and Dandago (2014), who discovered that the absence of budget control systems hampered capital project management in Nigeria's public sector. Lakin and Kinuthia (2019) discovered that poor budget management was the root cause of Kwale County's (Kenya's) capital project implementation delays.

4.5.1 Operation Budget Evaluation and Capital Project Delivery

To get total Likert scale scores, each reaction choice was repeated and compared to the Likert scale score. Total score = Σ (fi × Likert scale score). To compute the tough score, divide the entire number of responders by the total number of overall ratings. The mean score is calculated as Σ (fi × Likert Item Score) divided by the number of respondents. The mean response score on the Likert scale was calculated using the assumption that a mean score of 3 on the Likert scale represents a not-certain response, a mean score less than 3 represents a contradictory response, and a mean score greater than 3 represents a positive response. The likert scale score was explained as follows: 1.0-2.4 (against this viewpoint), 2.5-3.4 (questionable), and 3.5-5.0 (concur).

Table 4. 4:Operation Budget Evaluation on Capital Project Delivery

		Disagree		Neutral		Agree		Total Score	
Statement	No.	f	%	f	%	f	%		Mean
Operating budget is always aligned to performance information that links performance targets and/to performance results.	50	20	40	0	0	30	60	188	3.36
Operating budget control in the county is a performance budgeting process that informs the reforms to improve expenditure control and/or county management after evaluation.	50	20	40	20	40	10	20	138	2.76
The county department directors are in charge of evaluating budget activities.	50	13	26	20	40	17	34	144	2.88
Operating budget evaluation has always resulted into the efficient allocation of county expenditure in accordance with County government priorities.	50	40	80	10	20	0	0	90	1.80
Through public engagement and Committees, the County established priorities for the upcoming fiscal year.	50	20	40	7	14	23	46	148	2.96
Budget deviations are always reported to the county budget committee in time after budget evaluations.	50	32	64	8	16	10	20	121	2.42
Overall mean score									2.76

Source: Author 2023

Table 4.4 shows the number, percentage, and mean of respondents who agreed with statements about operational budget control and project delivery in the Samburu County government. They also stated, with a response mean of 2.88, that county heads do not evaluate budget activities. Furthermore, the mean of the responses was 1.80, indicating that the evaluation of operating budgets does not always result in the efficient allocation of county expenditures by county government priorities.

Respondents also disagreed with the assertion that budget deviations were always notified to the county budget committee within a reasonable time after budget assessments, with a mean of 2.02. Furthermore, with a mean of 3.36, respondents were unsure whether the operating budget was always aligned with performance data that linked performance targets and/or results. Respondents were also unsure about whether the county's operating budget control was a performance budgeting process that guided reforms to improve expenditure control and/or county administration following review, with a mean score of 3.16.

Respondents disagreed with the statement that the county establishes priorities for the upcoming fiscal year through public participation and committees by a mean of 2.96. Respondents responded negatively or neutrally to the majority of statements about the impact of operation budget evaluation on capital project delivery. As a result, respondents were unsure if the practice of operation budget evaluation on capital project delivery occurs in the county, according to the overall mean of 2.76.

These findings were consistent with Mutungi (2017), who found that Kenyan national governments struggled to implement their budgets, making them efficient at service delivery and compliant with the Public Financial Management Act of 2012. It was also compatible with Nwachukwu and Fidelis' (2011) findings, which discovered that the lack of economies of scale in the procurement process, limited resources, and difficulty accessing funding sources hurt county governments' operations, product quality, and project effectiveness. This study refuted Curristine et al.'s (2007) findings, which revealed no association between resource allocation and performance outcomes. The study aimed to assess the correlation between capital project delivery and cash flow budget monitoring, and the results are shown in Table 4.5.

4.5.2 The Effect of Cash Flow Budget Monitoring On Capital Project Delivery

Table 4. 5:Cash Flow Budget Monitoring On Capital Project Delivery

		Disagree		Neutral		Agree		Total Score	
Statement	No.	f	%	f	%	f	%		Mean
Cash flow budget monitoring in the county highlights capital budget policies, both new and existing, that benefit the marginalized segments of Samburu County residents.	50	0	0	25	50	25	50	190	3.80
Only current payments associated with capital projects are recognized in the each year's budget.	50	10	20	15	30	25	50	177	3.54
Cash Receipts helps the county government in ensuring that county has enough cash to meet its requirements for capital project obligations.	50	15	30	13	26	22	44	190	3.80
Cash budget monitoring helps in directing the excess cash available to capital projects.	50	18	36	27	54	5	10	132	2.64
Cash flow budget monitoring helps to avoid a shortage of cash during periods in which a County encounters a high capital project delivery price escalations.	50	32	64	5	10	13	26	128	2.56
Overall mean score									3.27

Source: Author 2023

Respondents indicated that cash flow budget checks within the county highlighted capital budget measures, according to Table 4.5, both new and old, that benefited the marginalized segments of Samburu County residents, with a cruel score of 3.80. Respondents also agreed, with a cruel score of 3.54, that ongoing installments for capital projects were taken into account in each year's budget.

Respondents generally believed that cash receipts helped the county government meet capital project obligations. Respondents were divided on whether cash budget monitoring helped divert excess cash to capital projects (mean = 2.64). They were also unsure whether cash flow budget monitoring helped to avoid a cash shortage during periods when a county experienced high capital project delivery price escalations of 2.56% on average. Based on the overall mean of 3.27, respondents were unsure if cash flow budget monitoring had any effect on capital project delivery in Samburu County.

The findings are congruent with those of Babatunde and Dandago (2014), who observed that the absence of an internal control system impeded capital project management in Nigeria's open division. Ashbaugh-Skaife, Collins, and LaFond (2008) found that internal control inadequacies might develop when the control structure is not in line with public finance management needs.

It is also consistent with the findings of Kutsch et al. (2011), who demonstrated that specialized concerns caused by high confidence at the beginning of a period, such as faulty data, insufficient data, and constrained decision-making procedures, adversely extend conveyance. Their findings, which contradict the current study's findings, also tended to be political issues, such as gauges that were purposefully under or overestimated to secure broad support, and mental issues, such as people unwittingly decoding the project's inner viewpoint as well as data and information in figures favouring a desired result.

4.5.3 The Effect of Capital Expenditure Planning On Capital Project Delivery

Table 4. 6:Capital Expenditure Planning On Capital Project Delivery

		Disagree		Neutral		Agree		Total Score	
Statement	No.	f	%	f	%	f	%		Mean
The county receives lump sum appropriations for capital projects in the county after planning.	50	15	30	20	40	15	30	155	3.1
The county appropriates funding for the entire cost of multi-year capital project up-front using budget plans.	50	15	30	20	40	15	30	160	3.2
The county plans for funding on incremental basis each year until the project is completed	50	30	60	5	10	15	30	125	2.5
The County plans for extra-budgetary funds for capital projects during public participation.	50	20	40	10	20	20	40	152	3.04
There are no general rules for funding capital projects which is determined on a case by case basis.	50	30	60	5	10	15	30	135	2.7
Overall mean score									2.9

Source: Author 2023

According to Table 4.6, at a mean of 3.1, respondents were unsure if the county received lump sum appropriations for capital projects in the county after planning. They were also unsure whether the county had appropriated funding for the entire cost of a multi-year capital project in advance, based on budget plans with a mean of 3.2. At a mean of 2.5, respondents were divided on whether the county intended to fund the project incrementally each year until it was done. They were unsure, with a mean of 3.04, whether the county intended to employ extra-budgetary monies for capital projects during public participation. Respondents with a mean score of 2.7 agreed that there were no universal criteria for funding capital projects, which were chosen on a case-by-case basis. Respondents obtained a mean score of 2.9 and were unsure if capital budget planning affected capital project delivery.

According to Mburu (2015), the absence of participatory budgeting with proper planning, monitoring, and controls has no positive effect on the administration of the constituency development fund. It also contradicts Aduwo's (2019) findings that beneficiary engagement in budgeting and budgetary management aided the government in completing its statutory commitments in terms of building quality roads, drains, and public amenities, as well as providing and maintaining high-quality healthcare services.

4.5.4 Capital Project Delivery

Table 4. 7:Capital Project Delivery

		Disagree		Neutral		Agree			
Statement	No.	f	%	f	%	f	%	Total Score	Mean
The County budget control has helped in delivery of capital projects (such as the construction and maintenance of good roads, street lighting, water etc.) in the county Government	50	9	18	6	12	14	28	186	3.72
The capital projects are delivered on timely basis	50	31	62	5	10	14	28	121	2.42
The county capital projects deliveries are very high.	50	40	80	2	4	8	16	92	1.84
Budgetary control processes has helped to improve the lives of citizens in Samburu county.	50	38	76	0	0	12	24	106	2.12
Politicians are always consulted and involved in the operating budget control processes,	50	35	70	2	4	13	26	113	2.26
Overall mean score									2.47

Scores of 1.0-2.4 (Disagree), 2.5-3.4 (Not Sure), and 3.5-5.0 (Agree)

Source: Author 2023

According to Table 4.7, respondents accepted that County budget control benefited the execution of capital projects within the Samburu county government (such as the creation and support of great roadways, road lighting, water, and so on) with a cruel score of 3.72. With a mean of 2.42, respondents disagreed with the statements that capital projects were delivered on time and that county capital project deliveries were very high.

They also stated that budgetary control processes, with a mean of 2.12, have not helped to improve the lives of citizens in Samburu County. With a mean of 2.26, respondents also indicated that politicians were not always consulted and involved in the operating budget control processes. Generally, most people disagree with the idea that the county can efficiently complete capital projects. On average, they gave it a rating of 2.47. This result disagreed with what Curristine et al. In 2007, a study found that the economy and political systems could affect what motivates people to provide services to struggling governments. It was consistent with what Kutsch et al. In 2011, it was found that having a positive attitude at the start of a project could cause problems like wrong information, not enough data, and limited estimating methods, which then affected how much profit was made in struggling countries. This did not fit with the problems found in this study. People were lying about their opinions on political issues to get more funding, and they were misinterpreting the project's goals and data, which affected the results.

4.6 Diagnostic Assessment

The researcher conducted several demonstration tests to ensure that the classical linear regression model (CLRM) was not proven. When the CLRM assumptions are broken, the parameter gauges for regression models become inaccurate, inconsistent, and biased, hence representing invalid results (Kabir, 2016). The outcomes of the symptomatic tests shown here are the ordinariness, heteroscedasticity, multicollinearity, and exception tests.

4.6.1 Normality Test

Many analysts agree that distinct relapses necessitate regularity of information and that regularity of residuals is always required for considerable speculation testing. Hair et al. (2010) define conventionality as the form of a metric variable's data flow

and how closely it resembles standard scattering, which is the gold standard for genuine approaches. Typicality is one of three assumptions in multivariate analysis. According to Mishra and Alok (2016), regression assumes that the variables under study are regularly distributed. It is critical to compute the skewness and kurtosis measures of the distributions (Kabir, 2016). In Stata 13, the kernel density estimate command was used to generate a kernel thickness plot with the typical option, which requested that a typical thickness be overlaid on the plot. The variables in the thought process produced a histogram with limited containers and a moving normal, as shown below.

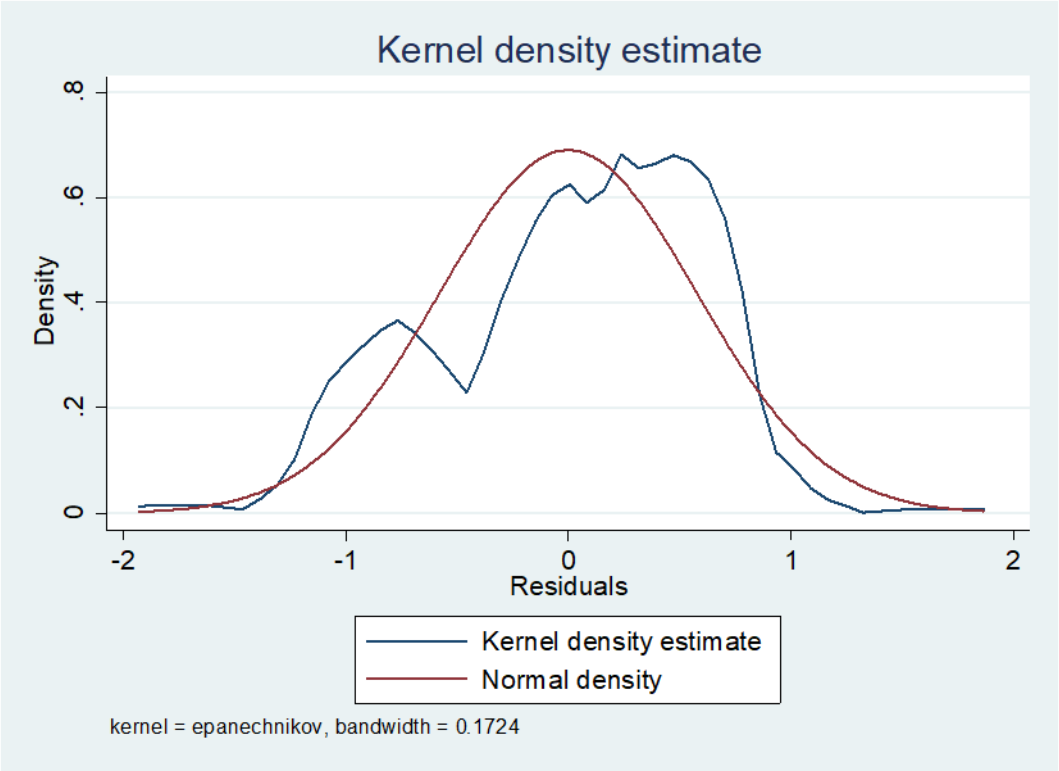

Figure 4. 5:**Kernal Density Estimate Test for Normal Data**
Source: Author 2023

The Skewness test for ordinariness indicated that the residuals had an ordinary dispersion for the independent components within the research, given the form of the chart in Figure 4.1 above. The pnorm command was used to plot a standardized typical likelihood (P-P) plot since it is sensitive to non-normality within the center run of data. Figure 4.2 shows that there is no evidence of deviation from the norm. Based on the graph below, we can assume that the residuals are near normal.

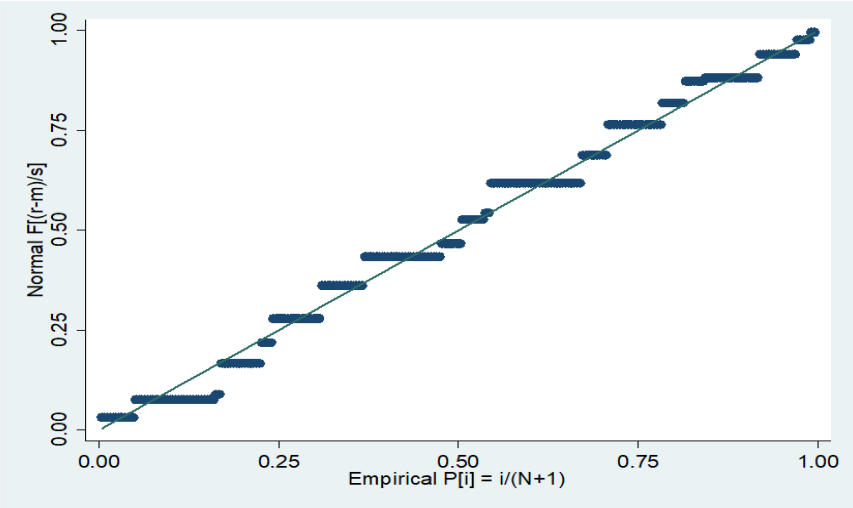

Figure 4. :Pnorm graphs
Source: Author 2023

4.6.2 Homoscedasticity Test

Vinod (2008) defines homoscedasticity as the assumption that a variable's changeability is unequally distributed over the range of values of a moment variable that predicts it. In this situation, the preferred hypothesis was that errors were caused by multiple components, while the wrong hypothesis was that errors were all caused by one component. The Breusch-Pagan/Cook-Weisberg test was employed to assess homoscedasticity. Homoscedasticity, however, can be demonstrated to be obvious following the test when $p \geq 0.05$ (Bera & Jarque, 2012).

Homoscedasticity refers to the fact that the total of a variable's changes does not equal one at all levels of the moment variable that predicts it (Vinod, 2008). This investigation used a test to look for an equal change in the data. The invalid hypothesis states that all errors are the same, but the alternative hypothesis states that errors differ due to particular causes. When the p-value is greater than or equal to 0.05, the Breusch-Pagan/Cook-Weisberg test suggests that the data is free of variance (Bera & Jarque 2012).

Table 4. 8:Variables: fitted values of capital projects delivery
Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance

Variables: fitted values of capital projects delivery

H_o	**Chi^2 (1)**	**Prob. > chi2**
Constant Variance	0.20	0.6510

Source: Author 2023

The Breusch-Pagan test was used to determine whether the residual differences shared the same variance. As a result, a low p-value means the hypothesis is false. Then we would accept the alternative hypothesis that the variance is not identical. Because the p-value is so high in this example, the evidence suggests that the variance is constant. These tests were easily swayed by model assumptions, such as believing the data was typical. Table 4.8 shows that the constant variance was statistically significant (Chi2 = 0.20, p = 0.6519). Because of the increased error fluctuation and the clear existence of homoscedasticity in the study data, we were unable to reject the null hypothesis in this case. The null hypothesis cannot be developed since the residual variances of the independent and dependent variables do not correlate.

4.6.3 Multicollinearity Test

Multicollinearity occurs when the evaluated coefficients of two or more independent components have larger standard errors (Simon, 2004). The Variance Inflation Factor (VIF) technique was used in the study's multicollinearity test to detect multicollinearity in the data on the variables.

Table 4. 9:Results for Multicollinearity Test

Variable	VIF	1/VIF
Budget Control	1.98	0.504687
Public FMA (2012)	1.98	0.504687
Mean VIF	1.98	

Source: Author 2023

A VIF value of 10 was selected as the cutoff in this study. VIF values above 10 indicate multicollinearity. The results in Table 4.15 revealed that the VIF values of the independent components were less than 10, indicating no multicollinearity concern. The graph in Figure 4.1 depicts a straight line with a slope of 1 that passes through point 0. In Figure 4.2, the points are mainly lined up in a diagonal line, indicating that the data is spread out regularly. This demonstrates that the remaining mistakes follow a regular pattern, indicating that the model can be utilized for analysis. Many factual approaches used in parametric testing rely on the assumption that data is normally distributed (Ghasemi & Zahediasl, 2012). Its peak was in the center of the normal distribution, and it was somewhat symmetrical around the mean.

Table 4. 10:**Variable Transformation Table**

Variable	Transformation
Capital Expenditure Budget Planning	Inverse
Cash Flow Budget monitoring	$\log_{10}$
Operation Budget evaluation	Square Root
Public Finance Management Act (2012)	$1/\log_{10}$
Capital Projects Delivery	Identity

4.7 Inferential Analysis

The inferential analysis of data is discussed in this section. Conclusions about particular phenomena based on the objectives were drawn using inferential statistics. Therefore, based on the study hypothesis, to derive conclusions about the research population, inferential statistics were applied.

Table 4. 11:Correlation Analysis

Correlations

		Capital Projects Delivery	Operation Budget evaluation	Cash Flow Budget monitoring	Capital Expenditure Budget Planning	Public Finance Management
Capital Projects Delivery	Pearson Correlation	1				
	Sig. (2-tailed)					
Operation Budget evaluation	Pearson Correlation	-.735**	1			
	Sig. (2-tailed)	.000				
Cash Flow Budget monitoring	Pearson Correlation	.726**	-.885**	1		
	Sig. (2-tailed)	.000	.000			
Capital Expenditure Budget Planning	Pearson Correlation	-.619**	.798**	-.936**	1	
	Sig. (2-tailed)	.000	.000	.000		
Public Finance Management	Pearson Correlation	.290**	-.533**	.699**	-.742**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

Source: Author 2023

Pearson's product-moment correlation was utilized to assess the study variables. The Pearson product-moment correlation coefficient (r) measures the strength of a linear relationship between two variables. Table 4.10 demonstrates a positive link between cash flow budget monitoring and the Public Finance Management Act (2012) (r = 0.726 and r = 0.290, respectively). The results show that sticking to the budget and

adhering to the Public Finance Management Act (2012) are crucial for successfully completing capital projects. However, there was a substantial negative connection (r = -.735 and r = -.619) between capital expenditure budget planning and operating budget review.

4.8 Regression Analysis of Budget Control and Capital Projects Delivery

This was done to evaluate the effects that budget control has on capital projects delivery. The next sections present the regression analysis results for the Model Summary, ANOVA, and Regression Co-efficient.

4.8.1 Operation Budget Control and Capital Projects Delivery

Table 4.11 shows the results of the regression analysis for the first aim.

Table 4. 12: Regression Analysis Operation Budget Control and Capital Projects Delivery

Model Summary

					Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.837[a]	.701	.700	24.8031	.701	582.500	1	248	.000

a. Predictors: (Constant), Operation Budget Control

Source: Author 2023

Table 4.11 depicts the R and R^2 values. The R-value of 0.837 indicates a strong correlation. The R^2 score demonstrated how much variation could be clarified within the dependent variable, capital project delivery, and operation budgetary control. In this situation, 70.1% of the difference can be explained, which is high. The adjusted R2 was 0.700, indicating that operational budgetary control was responsible for 70% of in capital project delivery and significant (P > 0.05) at the 95% level of significance.

According to Cohen's (1988) classification, 0.700 (70%) indicated a large effect size because adjusted R^2 is also an estimate of the effect size. As a result, other factors outside of the current study's scope and limitations could explain the 0.30 residual effects. Given that the R-value of 0.837 was realized, this study concluded that budget control factors were significantly and positively related to the successful completion of capital projects.

4.8.2 Analysis of Variance of Composite Budget Control

Comparing F values between F calculated and F critical, the study conducted an ANOVA at a 5% significant level. Table 4.12 displays the results.

Table 4. 13:Analysis of Variance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	358351.582	1	358351.582	582.500	.000[b]
	Residual	152568.662	248	615.196		
	Total	510920.244	249			

a. Dependent Variable: Capital Project Delivery

b. Predictors: (Constant), Operation Budget Control

Source: Author 2023

Table 4.12 demonstrates that the regression model accurately predicted the dependent variable. The regression was statistically significant (p = 0.000, less than 0.05), indicating a good fit for the data. The residual sum of squares (variation in the dependent variable explained by the error term) was 152568.662 against the regression model of 358351.582. The model successfully fitted the data with a P-value of 0.00, indicating statistical significance at the 95% level.

4.8.3 Regression Coefficients of Operation Budget Control and Capital Project Delivery

The information in coefficients table 4.13 is required to anticipate capital project delivery from operation budget control and establish whether operation budgetary control contributes statistically significantly to the model. The unstandardized regression coefficient provided valuable data for evaluating the influence of a one-unit change in an operation budget control variable on capital project delivery, with a P-value of 0.000 and unstandardized coefficients. As a result, it was necessary to generate the following coefficients to determine how each individual element affects capital project delivery.

Table 4. 14:Regression Coefficients of Composite Budget Control

Coefficients[a]						
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-98.872	5.743		-17.216	.000
	Operation Budget Control	86.835	3.598	.837	24.135	.000

a. Dependent Variable: Capital Project Delivery

Source: Author 2023

The Y-intercept is -98.872, which is the projected value of the effectiveness of capital project delivery when all other factors are 0, suggesting that without the inputs of the independent variables, the effectiveness of financial performance would increase operating budget control by one unit, increasing to 86.835 units in capital project delivery. The resulting equation is:

$Y = -98.872 + 86.835X_1$

Where; Y= Capital Projects Delivery, X_1 = Operation Budget Control.

4.8.4 Cash Flow Budget monitoring and Capital Projects Delivery

Regression analysis outcomes were computed for the first objective, and the results are displayed in Table 4.13.

Table 4. 15: **Regression of Cash Flow Budget monitoring and Capital Projects Delivery**

Model Summary

					Change Statistics			
Model	R	R^2	Adjusted R^2	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.726[a]	.527	.525	31.214	.527	276.398	1	248	.000

a. Predictors: (Constant), Cash Flow Budget

Table 4.13 gives R and R^2 values. The R-value of 0.726 indicates a strong correlation. The R2 score demonstrated how much variation could be clarified within the dependent variable, capital project delivery, and cash flow budget. In this situation, 52.7% of the difference can be explained, which is high. The adjusted R2 was 0.525, indicating that the cash flow budget was responsible for 52.5% of in-capital project delivery and significant ($P > 0.05$) at the 95% level of significance.

The above analysis implies that other factors outside of the current study's scope and limitations could explain the 47.3% residual effects. Given that the R-value of 0.726 was realized, this study concluded that cash flow budgeting as a budget control factor is significantly and positively related to the successful completion of capital projects.

Table 4.14: Analysis of Variance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	269294.300	1	269294.300	276.398	.000[b]
	Residual	241625.944	248	974.298		
	Total	510920.244	249			

a. Dependent Variable: Capital Projects Delivery

b. Predictors: (Constant), Cash Flow Budget

As seen in Table 4.14, the regression model correctly predicted the dependent variable. The regression was statistically significant (p = 0.000, less than 0.05), indicating a good fit for the data. The residual sum of squares (variation in the dependent variable explained by the error term) was 241625.944 against the regression model of 269294.300. The model fitted the data with a P-value of 0.00, indicating statistical significance at the 95% level.

Table 4.15: Coefficients of Cash Flow Budget and Capital Projects Delivery

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-36.755	4.717		-7.792	.000
	Cash Flow Budget	156.037	9.386	.726	16.625	.000

a. Dependent Variable: Capital Projects Delivery

The output supplied a Y-intercept at -36.755 as the projected value of the efficacy of capital project delivery when all other factors are 0, suggesting that without the inputs of the independent variables, the effectiveness of capital budget delivery would be increasing the cash flow budget by one unit, increasing to 156.037 units in capital project delivery. The resulting equation is:

$Y = -36.755 + 156.037X_1$

Where; Y= Capital Projects Delivery, X_1 = Cash Flow Budget.

4.8.5 Capital Expenditure Budget and Capital Projects Delivery

Regression analysis outcomes were computed for the first objective, and the results are displayed in Table 4.16.

Table 4.16 shows the R and R^2 values, with the R-value representing the basic link at 0.619, showing a significant degree of linkage. The R^2 score demonstrated how much variation could be clarified within the dependent variable, capital project delivery, and cash flow budget. In this situation, 38.4% of the difference can be explained, which is not very high compared to other variables already examined. The adjusted R^2 was 0.381, indicating that the cash flow budget was responsible for 38.1% of in-capital project delivery and significant ($P > 0.05$) at the 95% level of significance.

The above analysis implies that other factors outside of the current study's scope and limitations could explain the 61.9% residual effects. Given that the R-value of 0.619 was realized, this study concluded that cash flow budgeting as a budget control factor is significantly and positively related to the successful completion of capital projects.

Table 4. 16:**Regression analysis of Capital Expenditure Budget on Capital Projects Delivery**

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	.619[a]	.384	.381	35.635	.384	154.354	1	248	.000

a. Predictors: (Constant), CEB

Table 4.16 demonstrates that the regression model accurately predicted the dependent variable. The regression was statistically significant (p = 0.000, less than 0.05), indicating a good fit for the data.

Table 4. 17:**ANOVA Capital Expenditure Budget on Capital Projects Delivery**

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196003.342	1	196003.342	154.354	.000[b]
	Residual	314916.902	248	1269.826		
	Total	510920.244	249			

a. Dependent Variable: CPD

b. Predictors: (Constant), CEB

The residual sum of squares (variation in the dependent variable explained by the error term) was 314916.902 against the regression model at 196003.342.The model fitted the data with a P-value of 0.00, indicating that it was statistically significant at the 95% level.

Table 4. 18: **Coefficients Capital Expenditure Budget on Capital Projects Delivery**

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	85.861	4.711		18.227	.000
	CEB	-59.209	4.766	-.619	-12.424	.000

a. Dependent Variable: Capital Projects Delivery

The output provided a Y-intercept of 85.861 as the expected value of the efficacy of capital project delivery when all other variables are 0. This suggests that without independent variable inputs, the effectiveness of capital budget delivery is reduced. This suggests that increasing the capital expenditure budget by one unit reduces capital project delivery by 59.209 units. The resultant equation is:

$Y = 85.861 - 59.209X_1$

4.8.5 Moderating Effect of Public Finance Management Act (2012) on the Relationship between Budget Control and Capital Projects Delivery

The moderating impact was calculated using the method described by Baron and Kenny (1986). This included determining the primary effects of independent variables of staff competence, the moderating variable (the Public Finance Management Act (2012)), and the interaction term between budget control variables and the Public Finance Management Act.

To generate an interaction term, first center the independent variables of budget control variables and the Public Finance Management Act (2012), and then establish a single-item indicator that represents the product of the two measures. To prevent multicollinearity from affecting regression coefficient estimation for main effects, the

two components were transformed into standardized (Z) scores with a zero mean and one standard deviation.

Table 4. 19:Moderating Effect of Public Finance Management Act (2012)

Variable	Model1	Model2	Model3	Model4
Operation Budget evaluation	-64.000***	482.167***	1132.625***	723.31821*
	(0.001)	(0.000)	(0.000)	(0.023)
Cash Flow Budget monitoring	181.722***	201.08355***	-1415.63***	-849.60291
	(0.000)	(0.000)	(0.000)	(0.069)
Capital Expenditure Budget	26.751*	8.2890932	-20.922203	202.06621
	(0.019)	(0.455)	(0.059)	(0.202)
Public Finance Management Act	46.037***	-125.806***	-282.584***	-297.03***
	(0.000)	(0.000)	(0.000)	(0.000)
Constants	(0.010)	(0.007)	(0.000)	(0.000)
operation budget evaluation* PFM		-767.8207***	-1576.09***	-985.463*
			(0.000)	(0.029)
Cash flow budget monitoring*PFM			2406.988***	1575.8519*
			(0.000)	(0.022)
Capital Expenditure Budget* PFM|				-335.62468
				(0.158)
_coefficients	-95.13834*	144.87454**	300.09141***	334.51068***
N	250	250	250	250
r2	.61235484	.66152614	.71576442	.71809527
r2_a	.60602594	.6545902	.70874625	.709941
rmse	28.432215	26.622217	24.446272	24.39608

Legend: * p<0.05; ** p<0.01; *** p<0.001

The results shown in Table, H4 are rejected, implying that the Public Finance Management Act (2012) moderates the relationship between budget control, as represented by operation budget evaluation, cash flow budget monitoring, and capital expenditure budget. Therefore, county administrations in Kenya may need to be concerned with the Public Finance Management Act (2012) when making decisions on capital budget deliveries.

The results of model 2 show that the variance in capital project delivery is accounted for by operation budget evaluation and the Public Finance Management Act (2012), which is 61.23% before the dependent inclusion of the interaction term (operation budget evaluation * Public Finance Management Act (2012)). The multiple regression model 2 yielded $R2 = 0.6615$, with $p < .05$. The model demonstrates a statistically significant link between capital project delivery an independent variable),the Public Finance Management Act(2012)2 a moderating variable), and operation budget evaluation (an independent variable).

Model 3 results show that cash flow budget monitoring accounts for variances in capital project delivery, and the Public Finance Management Act (2012) increased to 71.57% from 66.15% on further inclusion of the interaction term (cash flow budget monitoring) and the Public Finance Management Act (2012). The multiple regression model (model 3) yielded $R^2 = .7157$ with $p < .05$. The model shows a statistically significant association between capital project delivery (a dependent variable), the Public Finance Management Act (2012) (a moderating variable), and cash flow budget monitoring (an independent variable).

Model 4 results show that the variance in capital project delivery is accounted for by the capital expenditure budget and the Public Finance Management Act (2012) which increased to 71,81% from 71.57% on further inclusion of the interaction term (capital expenditure budget) under the Public Finance Management Act (2012). The multiple regression model (model 3) produced R^2 .718, and $p < .05$. The model shows a substantial correlation between capital project delivery a dependent variable) the Public Finance Management Act (2012) a moderating variable), and the capital expenditure budget an independent variable).

The null hypothesis that the Public Finance Management Act (2012) had no moderating influence on the connection between budget control and capital project execution in Samburu County, Kenya, was rejected. All interaction variables were significant ($p < 0.05$), hence rejecting Hypothesis 4. Therefore, the predictive equation for multiple regressions is shown below:

$Y = 334.51\text{-}.723.31X_1 - \text{-}849.60X_2 \text{-}.202.06X_3 \text{-}297.03X_4 - 985.46X_5 \text{-}.1575.85\ X_6 \text{-}0.335.62468X_7 + Ɛ;$

4.9 Hypotheses Test of Budget Control on Capital Projects Delivery

The process of comparing the null and alternative statements is known as hypothesis testing (Mishra & Alok, 2016). The hypotheses were tested at 5% significance levels. The study employed a two-tailed test because the alternative hypotheses were not directional but rather composite (Mishra & Alok, 2016). If the p-value was below the threshold, the null hypothesis would be rejected, and vice versa. The null hypothesis was accepted when the p-value was above the threshold. A reported t-value of 29.058, higher than 1.96 in a two-tailed test, indicated that budget control was a very important variable in capital project deliveries. This finding is consistent with that of Jeff, Dustin, & Sam (2022); Braimah and Onuoha (2022); Chambers & Tzavella (2020); and Mutungi (2017).

$H0_1$: In the Samburu County Government, operational budget review has no statistically meaningful effect on capital project delivery. The regression analysis in Table 4.10 found that the operating budget review had a significant and positive influence on capital project delivery in Samburu Province at the 5% level of significance. This was based on the p-value for coefficients that broke even at 0.000. The consideration rejected the offered null hypothesis with 95% certainty. The study found that budget control was crucial to capital project delivery in Samburu County.

$H0_2$: In the Samburu County Government, cash flow budget monitoring has no statistically meaningful impact on capital project delivery. The regression analysis in Table 4.10 found that the operating budget review had a significant and positive influence on capital project delivery in Samburu Province at the 5% level of significance. This was based on the p-value for coefficients that broke even at 0.000. The consideration rejected the offered null hypothesis with 95% certainty. The study found that cash flow budget monitoring was crucial to capital project delivery in Samburu County. This finding is consistent with that of Lakin and Kinuthia (2019), Indeche and Ayuma (2015), and Babatunde and Dandago (2014).

$H0_3$: In the Samburu County Government, capital expenditure budget planning has no statistically significant effect on capital project execution. The regression analysis in Table 4.10 found that the operating budget review had a significant and positive influence on capital project delivery in Samburu Province at the 5% level of significance. This was based on the p-value for coefficients that broke even at 0.000.

The consideration rejected the offered null hypothesis with 95% certainty. The study found that capital expenditure budget planning was crucial to capital project delivery in Samburu County. This finding is consistent with that of Njeru (2022), Flyvbjerg, Budzier, and Lunn (2021), the CoG report (2021), Aduwo (2019), Lakin & Kinithia (2019), Isaboke and Kwasira (2016), and Adafin, Rotimi, and Wilkinson (2016).

$H0_4$: The Public Finance Management Act (2012)'s moderating effect on the link between budget control and capital project delivery has no measurable impact on the Samburu Area Government. According to the backslide examination in Table 4.15, the Public Finance Management Act (2012) had a factually favourable impact on the interface between budget control and capital project delivery in the Samburu Area at a 5% level of significance. This was based on the p-value for coefficients that do indeed break at 0.000. The thought rejected the given invalid theory with 95% certainty. As a result of the findings, the analysts found that the Public Finance Management Act of 2012 had a statistically significant moderating effect on the connection between budget control and capital extension delivery in Samburu County. This finding is consistent with that of Hamed (2023), Shava & Mazenda (2021), Nicolaides & Manyama (2020), White (2020), Siala (2018), Bahl and Winged (2018), Dlomo (2017), and Wang'ombe and Kibati (2017).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The fifth chapter outlined the study's findings, conclusions, and recommendations for practitioners and future scholars. The study's findings supported these conclusions, which addressed the primary goal of this analysis.

5.2 Summary of Findings

The following is a summary of the study's findings according to each objective.

5.2.1 Operation Budget Evaluation on Capital Project Delivery

The regression analysis results showed that as the operation budget evaluation increased, so did the success of capital project execution in Samburu County. This demonstrates that when resources are correctly and effectively allocated, projects are more likely to be completed on time and within budget. These findings could be critical for Samburu County decision-makers as they decide how to allocate funds and assess the impact of their budgeting methods on capital project success. Additional research and analysis may be required to fully comprehend the nuances of this relationship and maximize project delivery in the future. Finally, our findings could lead to better results and more efficient resource allocation in Samburu County. Using exact measurements, the study looked at how budget management affected capital project completion in Samburu County. The findings indicated that budget control has a significant impact on capital project execution. The relapse evaluation results showed that this was factually critical ($P < 0.05$).

5.2.2 Cash Flow Monitoring on Capital Project Delivery

The study's findings highlight the importance of carefully monitoring cash flow budgets to ensure the successful implementation of capital projects in Samburu County. Policymakers and stakeholders can use this information to better allocate money and manage projects. By efficiently monitoring cash flow budgets, decision-makers may guarantee that sufficient funds are available to finish projects on schedule and within budget.

Furthermore, this study emphasizes the link between financial management and project success, emphasizing the need for transparent and responsible budgeting procedures to achieve desired results. Overall, these findings emphasize the importance of cash flow budget monitoring for informational project success, offering significant insight for future planning and resource management strategies in Samburu County and beyond.

5.2.3 Capital Expenditure Budget Planning on Capital Project Delivery

Specifically, as capital expenditure budget planning improved, the likelihood of successful capital project execution also increased. This emphasizes the need for appropriate financial planning and monitoring to guarantee the successful execution of capital projects in the region. The findings also suggest that allocating sufficient resources and closely monitoring cash flow are crucial factors in achieving the desired project outcomes. Additionally, the regression analysis identified several key variables that influenced the relationship between capital expenditure budget planning and project execution. These variables included government funding, project scope, and stakeholder engagement. Understanding how these elements interact with capital budget planning allows project managers to make better decisions and allocate resources, ensuring project success. Overall, the insights provided by the regression analysis offer valuable information for decision-makers in Samburu County who are looking to increase the efficiency and efficacy of capital project implementation. By prioritizing capital expenditure budget planning and closely monitoring cash flow, the county can better achieve its development goals and deliver essential services to its citizens.

5.2.4 Public Finance Management Act (2012) on the Relationship between Budget Control and Capital Project Delivery

This implies that the Public Finance Management Act of 2012 had a measurable impact on how budget control affected capital project delivery in Samburu County. Specifically, the Act influenced the effectiveness and efficiency with which capital projects were being carried out within the county's budget constraints. This research emphasizes the significance of finance management methods in achieving successful project outcomes. These findings may have larger implications for other countries or regions seeking to enhance their public finance management practices. More research

could investigate the specific mechanisms through which the Act influenced budget control and capital project delivery in Samburu County and potentially suggest ways in which other regions could learn from these findings to enhance their financial management practices.

5.3 Conclusion of the Study

The study's findings suggest that budgetary control influences capital project execution in Samburu County. The study also found that the Public Finance Management Act (2012) enhanced project execution in Samburu County significantly. Budgeting and the Public Finance Management Act (2012) were critical in propelling Samburu County's plan ahead.

The study's main conclusion is that the Public Financial Management Act of 2012 serves as an important moderator in the relationship between budgetary control and capital project execution in Samburu County. To support project delivery in Samburu County, budget control and the use of the Public Finance Management Act (2012) need to be strengthened.

5.4 Recommendations

The following recommendations are offered in light of the study's results and conclusions.

5.4.1 Budget Control

This study recommends that budget control should be strengthened by county governments. The study's main conclusion was that budget control can help counties achieve their monetary and quantitative goals. To assist the county in identifying the items of operating activities in the budgets, emphasis should be placed on county objectives and the respective accounting structures. Using a standard cost system, the key project areas for successful project delivery ought to be identified when budgets are prepared. This is because budgets aid in the accurate allocation of resources to various departments.

Governments in counties should embrace important management tools like cash flow, budgeting, and monitoring because they can help them manage performance effectively. Having efficient cash flow and budget reporting in place has more

benefits than drawbacks. Counties can secure their cash flow and budget in the new fiscal year. Counties can then stream the data from both sources year-round to maintain the progress of their projects. Capital expenditure planning should be adopted by the county governments because of the large amounts of money involved in project deliveries. County governments are also involved in businesses that use collateral or take on debt to acquire new projects or add value to existing projects. Counties need to plan their capital expenditures if they want to keep up with maintenance costs, invest in new equipment and technology, and develop other assets. County governments must carefully plan their capital expenditures because they must buy, renovate, and maintain a variety of physical assets, including land, buildings, plants, machinery, and other physical assets.

5.4.2 Public Finance Management Act, 2012

The Public Financial Management Act of 2012 and budget control ensure that public funds are properly managed. According to the study findings, the primary drivers of viable PFM are consolidated in budget control and include an understanding of the importance of a comprehensive budget planning process, adjusted budget allotment, working with existing national frameworks, and embracing the right budgeting strategy. PFM not only maximizes the effect and value of open funds, but it also accelerates capital project execution. Taking this approach, together with a focus on the local environmental, social, and political contexts in which PFM is used, can assist in the establishment of an adaptable PFM framework that plays a larger role in supporting and enhancing capital project execution.

5.5 Areas for Additional Research

The study looked at how operating budget appraisal, cash flow budget monitoring, and capital expenditure planning affected project delivery for Samburu County government projects. A similar study should be carried out to support other aspects influencing project delivery in other countries. To explore the impact of operating budget evaluation on project execution in a more developed country than Samburu, similar criteria should be used.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

This questionnaire is an integral part of a study titled: ***"EFFECT OF BUDGETARY CONTROL ON CAPITAL PROJECTS DELIVERY IN SAMBURU COUNTY GOVERNMENT).***" You are kindly requested to give precise and honest information. Please fill in the required information in the spaces provides by placing a tick (✓) where appropriate.

SECTION A. RESPONDENTS DETAILS

1. Gender

Male ( )

Female ( )

2. Your age bracket

18-30 years ( )

31-40 years ( )

41-50 years ( )

50 ears and above ( )

3. Highest education qualification attained

College ( )

First Degree ( )

Post Graduate ( )

4. How long have you been working in this organization?

Less than 5 years ( )

6-10 Years ( )

11 – 20 Years ( )

More than 20yrs ( )

Section B: Operation Budget Control

5. In a scale of 1-5, indicate the level of agreement regarding the following statement on the effect of operation budget control on service delivery in Samburu County Government. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagreed

Statement	**1**	**2**	**3**	**4**	**5**
Operating budget is always aligned to performance information that links performance targets and/to performance results.					
Operating budget control in the county is a performance budgeting process that informs the reforms to improve expenditure control and/or county management after evaluation.					
Evaluation of the budget activities is done by the county departmental heads					
Operating budget evaluation has always resulted into the efficient allocation of county expenditure in accordance with County government priorities.					
The County put priorities for the coming annual budget through public participation and Committees					
Budget deviations are always reported to the county budget committee after budget evaluations.					

Section C: Cash Flow Budget Monitoring

In a scale of 1-5, indicate the level of agreement regarding the following statement on the effect effects of cash flow budget monitoring on capital project delivery in Samburu County Government. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagreed.

Statement	**1**	**2**	**3**	**4**	**5**
Cash flow budget monitoring in the county highlights capital budget policies, both new and existing, that benefit the marginalized segments of Samburu County residents.					
Only current payments associated with capital projects are recognized in the each year's budget.					
Cash Receipts helps the county government in ensuring that county has enough cash to meet its requirements for capital project obligations.					
Cash budget monitoring helps in directing the excess cash available to capital projects.					
Cash flow budget monitoring helps to avoid a shortage of cash during periods in which a County encounters a high capital project delivery price escalations.					

Section D: Capital Expenditure Budget Planning

6. In a scale of 1-5, indicate the level of agreement regarding the following statement on the effect of capital expenditure budget planning on capital projects delivery in Samburu County Government. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagreed

Statement	1	2	3	4	5
The county receives lump sum appropriations for capital projects in the county after planning.					
The county appropriates funding for the entire cost of multi-year capital project up-front using budget plans					
The county plans for funding on incremental basis each year until the project is completed					
The County plans for extra-budgetary funds for capital projects during public participation.					
There are no general rules for funding capital projects which is determined on a case by case basis.					

Section E: Capital Projects Delivery

In a scale of 1-5, indicate the level of agreement regarding the following statement on capital projects delivery in Samburu County Government. Key 5= Strongly Agree, 4= Agree, 3= Undecided, 2= Disagree and 1= Strongly Disagreed

Statement	1	2	3	4	5
The County budget control has helped in delivery of capital projects (such as the construction and maintenance of good roads, street lighting, water etc.) in the county Government.					
The capital projects are delivered on timely basis.					
The county capital projects deliveries are very high.					
Budgetary control processes has helped to improve the lives of citizens in Samburu county.					
Politicians are always consulted and involved in the operating budget control processes,					

Thank you

APPENDIX II: RESEARCH PERMIT

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GRADUATE SCHOOL

REF: MBA24/4005/14

28th June 2022

TO WHOM IT MAY CONCERN

RE: NELSON JOSEPH LESOROGOL– REG. MBA24/4039/15

The above mentioned is a Postgraduate student of Laikipia University undertaking a **Master of Business Administration** degree under the Department of Commerce , School of Business.

His Research Proposal entitled **"EFFECT OF BUDGETARY CONTROL ON DELIVERY OF CAPITAL PROJECTS IN SAMBURU COUNTY GOVERNMENT KENYA"** has been **Examined and Accepted** by the Board of Graduate School.

He is hereby authorized to conduct his research. Any assistance accorded to him will highly be appreciated.

Thank you.

Sincerely,

Mr. Simon Muchendu
FOR DIRECTOR

APPENDIX III: NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 280551

Date of Issue: 07/November/2022

RESEARCH LICENSE

This is to Certify that Mr.. NELSON JOSEPH LESOROGOL of Laikipia University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Samburu on the topic: EFFECTS OF BUDGETARY CONTROL ON DELIVERY OF CAPITAL PROJECTS IN SAMBURU COUNTY GOVERNMENT, KENYA for the period ending : 07/November/2023.

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