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EFFECT OF SCOPE PLANNING ON PERFORMANCE OF GOVERNMENT-FUNDED CASH TRANSFER PROJECTS IN TURKANA COUNTY, KENYA

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Abstract: Government-funded cash transfer projects are a central pillar of Kenya's social protection framework, providing predictable financial support to vulnerable households in arid and semi-arid counties such as Turkana. Despite their importance, official reports covering 2021-2025 point to a measurable decline in the performance of these programmes, including rising rates of delayed or overpaid transactions and growing beneficiary complaints, raising questions about the adequacy of underlying planning practices. This study set out to establish the effect of scope planning on the performance of government-funded cash transfer projects in Turkana County, Kenya. The study was anchored on Goal-Setting Theory and adopted a descriptive correlational research design. A census of 110 personnel drawn from four national cash transfer programmes operating in Turkana County (the Hunger Safety Net Programme, Older Persons Cash Transfer, Cash Transfer for Orphans and Vulnerable Children, and the Persons with Severe Disabilities Cash Transfer) was targeted, and 98 usable questionnaires were returned, a response rate of 89.1%. A structured questionnaire was pilot-tested in Marsabit County, and data were analysed using descriptive statistics, Pearson correlation, and multiple regression analysis in SPSS. Scope planning items demonstrated strong construct validity (Average Variance Extracted = 0.565) and excellent reliability (Cronbach's Alpha = 0.892). Descriptive results showed that scope planning practices, particularly clear beneficiary targeting criteria and alignment of activities with objectives, were well established (composite mean = 4.13, SD = 0.798). Scope planning was strongly and positively correlated with project performance ($r = 0.731$, $p < 0.01$) and had a positive, statistically significant standardised effect on performance (Beta = 0.309, $t = 4.417$, $p = 0.000$), leading to rejection of the null hypothesis that scope planning has no significant effect on performance. The study concludes that clearly defined objectives, documented work plans, and precise beneficiary targeting criteria significantly enhance the performance of government-funded cash transfer projects in Turkana County. This study recommends that implementing agencies institutionalise a digital scope-management framework and community-based beneficiary validation forums to strengthen targeting accuracy and reduce inclusion and exclusion errors.

Keywords: *scope planning, project performance, cash transfer projects, Goal-Setting Theory, Turkana County*

1. INTRODUCTION

1.1 Background of the Study

Organisations across sectors have increasingly adopted formal project management methodologies, shifting emphasis from merely initiating projects to achieving measurable project performance, understood as the extent to which a project meets its planned objectives in terms of timeliness, cost efficiency, quality of outputs, and stakeholder satisfaction (Kerzner, 2022; Appiah et al., 2020). In Kenya, government-funded cash transfer projects form a central component of the national social protection framework, designed to improve the welfare of vulnerable populations through timely and predictable financial support (Republic of Kenya, 2020). Their effectiveness depends not only on sound policy design but also on project-level performance factors such as implementation efficiency, timeliness, and financial accountability (UNICEF, 2021).

Among the recognised dimensions of project planning, scope planning is regarded as foundational. Scope planning is the structured process through which a project's objectives, deliverables, boundaries, assumptions, and constraints are clearly specified and agreed upon by key stakeholders before implementation (Kerzner, 2022). Kiarie and Wanyoike (2021) describe scope planning as a mechanism that focuses on defining project objectives, deliverables, and boundaries to ensure a shared understanding among stakeholders regarding expected outputs. In public sector projects, scope planning plays a central role in aligning project activities with policy objectives and legal mandates, thereby enhancing clarity and accountability (Pollitt & Bouckaert, 2020). Internationally, Rao and Reddy (2020) observe that effective scope planning enhances clarity of project objectives and reduces rework in public sector initiatives in India, while in Germany, Müller and Lecoeuvre (2019) find that rigorous scope definition and stakeholder alignment contribute to higher schedule adherence and budget discipline.

Within Africa, evidence from Nigeria shows that clear scope definition, alongside rigorous cost planning, significantly reduces rework and budget overruns in public projects by enabling better procurement decisions and expenditure control (Amoah, 2022). In Kenya, planning practices such as scope definition, scheduling, and budgeting are viewed as essential mechanisms for ensuring that public sector projects are executed within approved timelines and financial limits, particularly in resource-constrained environments characterised by high accountability demands (Ngacho & Das, 2019). For government-funded cash transfer projects specifically, effective scope planning is critical in defining beneficiary eligibility, geographic coverage, and delivery modalities; clear scope planning improves targeting accuracy, strengthens accountability, and enhances consistency in service delivery (Devereux & Sabates-Wheeler, 2020; Mitullah et al., 2023).

Turkana County is one of the largest counties in Kenya, located in the north-western arid and semi-arid lands (ASAL) region and characterised by harsh climatic conditions, recurrent droughts, fragile ecosystems, limited infrastructure, and high poverty incidence (KNBS, 2019, 2023). Government-funded cash transfer programmes, including the Hunger Safety Net Programme (HSNP), the Older Persons Cash Transfer (OP-CT), the Cash Transfer for Orphans and Vulnerable Children (CT-OVC), and the Persons with Severe Disabilities Cash Transfer (PwSD-CT), have become central to social protection and humanitarian response strategies in the county (Republic of Kenya, 2019). Yet evaluations of social protection programmes in ASAL regions reveal persistent challenges related to delayed disbursement, budget execution inefficiencies, and weak coordination among implementing agencies (UNICEF Kenya, 2021; World Bank, 2023) — challenges that point to underlying weaknesses in scope definition and targeting. Effective scope planning is necessary to clearly define beneficiary targeting and coverage in a county exposed to logistical, climatic, and administrative constraints (Mitullah et al., 2023). Understanding how scope planning affects the performance of government-funded cash transfer projects in Turkana County will generate context-specific evidence to inform better planning, implementation, and management of social protection projects in ASAL and marginalised regions of Kenya.

1.2 Statement of the Problem

Government-funded cash transfer programmes under the National Safety Net Programme (NSNP) are designed to deliver predictable financial support to vulnerable households, particularly in arid counties such as Turkana, and their effectiveness depends on strong time performance, cost performance, and beneficiary satisfaction (GoK, 2024). Official reports from the Office of the Auditor-General, the Government of Kenya, and the World Bank (2021-2025) indicate a measurable decline in performance indicators. In 2021, approximately 21% of beneficiaries lodged complaints or service queries (Ministry of Labour & Social Protection, 2022); by 2023, 15% of transactions were affected by delays and overpayments (OAG, 2023), a figure that rose sharply to 33% in 2024 (OAG, 2024). Over the same period, 54.7% of pay agents experienced liquidity shortages, and beneficiaries reporting unofficial agent fees rose from about 21% at baseline to 36% (OPML, 2024).

Despite this observed deterioration, limited research has examined whether weaknesses in scope planning specifically contribute to declining outcomes in government-funded cash transfer projects in marginalised counties such as Turkana. Existing findings on planning and performance remain conflicting, with some studies reporting that clear scope definition significantly improves project performance (Kiarie & Wanyoike, 2021; Kyalo & Kising'u, 2024) while others document persistent delays and inefficiencies despite formal planning frameworks (Mwangi & Were, 2023; Mitullah et al., 2023), revealing a conceptual gap regarding the extent to which scope planning influences performance in social protection programmes. A contextual gap is also evident, since most scope planning-performance studies concentrate on infrastructure, construction, and financial-sector projects (Kyalo & Kising'u, 2024; Gitahi, 2023; Harahsheh et al., 2024) located in relatively urban or stable counties such as Mombasa, Kwale, and Nairobi, with limited empirical attention to social protection and cash transfer programmes in marginalised ASAL counties such as Turkana. This study therefore sought to establish the effect of scope planning on the performance of government-funded cash transfer projects in Turkana County, Kenya.

1.3 Objective and Hypothesis of the Study

The objective of the study was to establish the effect of scope planning on performance of government-funded cash transfer projects in Turkana County, Kenya. The study was guided by the following null hypothesis:

H01: Scope planning has no significant effect on performance of government-funded cash transfer projects in Turkana County, Kenya.

1.4 Significance of the Study

The findings are expected to benefit project managers and implementing agencies by identifying scope planning practices that most strongly influence performance, thereby supporting more effective targeting and resource allocation. Policymakers and government agencies stand to gain evidence to inform guidelines on beneficiary targeting and scope definition in social protection programming. Beneficiaries and local communities in Turkana County may benefit indirectly through improved targeting accuracy and reduced inclusion and exclusion errors, while the study contributes to academic literature by extending scope planning-performance research into the under-studied domain of social protection under devolved governance in an ASAL context.

2. LITERATURE REVIEW

2.1 Theoretical Review: Goal-Setting Theory

This study was anchored on Goal-Setting Theory, developed by Locke (1968), which anchors the scope planning variable. The theory asserts that specific and well-defined goals enhance performance by directing attention, regulating effort, increasing persistence, and facilitating strategic problem solving (Locke & Latham, 2002; Latham & Locke, 2018). According to the theory, project performance improves when goals are clearly defined and mutually understood by all actors involved in implementation, because such goals provide direction, focus effort, and establish measurable standards against which progress can be assessed. The theory further emphasises the importance of commitment and feedback, suggesting that participatory scope definition and continuous scope validation enhance ownership and accountability among project stakeholders (Locke & Latham, 2002; Müller & Lecoeuvre, 2019).

Goal-Setting Theory rests on several assumptions: that actors are rational and purposive and capable of directing behaviour toward clearly specified objectives; that challenging but attainable goals generate greater effort than vague ones; that commitment strengthens when actors participate in goal formulation; and that feedback mechanisms enable learning and corrective action (Locke, 1968; Locke & Latham, 1990, 2002). Critics such as Ordóñez et al. (2009) caution that narrow goal fixation can crowd out learning and adaptability, a concern particularly salient in development and social protection projects where beneficiary needs evolve. Scholars such as Müller and Lecoeuvre (2019) and Williams et al. (2019) further note that power asymmetries, fragmented governance, political interference, and high staff turnover can undermine goal commitment even when goals are clearly defined in public sector settings. Nevertheless, later scholarship contends that adaptive goal revision and participatory scope management can reconcile goal clarity with flexibility (Latham & Locke, 2018).

In government-funded cash transfer projects, scope planning determines eligibility criteria, targeting mechanisms, payment frequency, and institutional roles. Social protection scholars argue that weak scope definition leads to exclusion errors, duplication, and fragmented implementation (Devereux & Sabates-Wheeler, 2020; Barrientos, 2022), while Kenyan public project studies similarly highlight unclear scope as a driver of implementation failure in devolved units (Ngacho & Das, 2019; Kiarie & Wanyoike, 2021; Mitullah et al., 2023). Goal-Setting Theory therefore provides a theoretically rigorous foundation for explaining how scope planning influences the performance of government-funded cash transfer projects in Turkana County.

2.2 Conceptual Review: Scope Planning

Scope planning is defined as the structured process through which a project's objectives, deliverables, boundaries, assumptions, and constraints are clearly specified and agreed upon by key stakeholders before implementation (Kerzner, 2022). It involves translating policy intentions and programme goals into clearly articulated outputs that guide execution and control throughout the project lifecycle (Meredith, Mantel, & Shafer, 2020). In Kenya, scope planning acts as a foundational process that ensures coherence between project design and implementation requirements under devolved governance (Kiarie & Wanyoike, 2021).

The importance of scope planning lies in its ability to minimise ambiguity, prevent scope creep, and reduce implementation disputes among stakeholders; empirical studies indicate that a poorly defined scope is a major cause of cost overruns, delays, and underperformance in public projects (Serrador & Turner, 2019). In the Kenyan context, Ngacho and Das (2019) observe that weak scope definition in development projects contributes to frequent design changes and inefficiencies, particularly in resource-constrained environments. For government-funded cash transfer projects, effective scope planning is critical in defining beneficiary eligibility, geographic coverage, and delivery modalities; clear scope planning improves targeting accuracy, strengthens accountability, and enhances consistency in service delivery, thereby improving overall project performance (Devereux & Sabates-Wheeler, 2020; Mitullah et al., 2023).

2.3 Empirical Review: Scope Planning and Project Performance

Harahsheh et al. (2024) explored the effect of scope management on project performance and overall business performance in the financial sector, surveying 331 respondents across financial institutions and analysing data using Partial Least Squares Structural Equation Modelling (PLS-SEM). The study found that effective scope management had a positive and statistically significant influence on project performance, which in turn significantly enhanced overall business performance.

Hatumimana and Dushimimana (2024) examined the influence of scope planning practices on the performance of the Rwanda Dairy Development Project (RDDP) in Burera District, Rwanda, using a sample of 91 respondents drawn from a target population of 117 via the Slovin formula. Using descriptive and correlational analysis in SPSS, the study found that scope planning had a statistically significant positive effect on project performance.

Ogunberu, Akintelu, and Olaposi (2018) examined the influence of project scope planning on the performance of construction projects in Nigeria using a descriptive survey design targeting project managers, quantity surveyors, engineers, and site supervisors. Using correlation and regression analysis, the study found that effective project scope planning had a positive and statistically significant influence on construction project performance.

Gitahi (2023) examined the relationship between scope planning and the performance of water and sanitation infrastructure projects in Mombasa and Kilifi Counties, Kenya, focusing on 14 water projects implemented between 2012 and 2019 and grounded in management and stakeholder theories. Using descriptive statistics, correlation, and multiple regression analysis, the study found a positive and moderate relationship between scope planning and project performance.

Kyalo and Kising'u (2024) evaluated the effect of scope planning practices on the performance of road construction projects in Kwale County, Kenya, adopting a correlational design with a sample of 148 team members drawn from 59 road projects under the Kenya Rural Roads Authority. The regression analysis revealed that scope planning practices had a positive and statistically significant effect on road project performance.

Collectively, these studies consistently demonstrate that well-defined scope planning significantly improves project performance across financial, construction, water, and road infrastructure sectors (Harahsheh et al., 2024; Ogunberu et al., 2018; Gitahi, 2023; Kyalo & Kising'u, 2024). However, the reviewed studies are concentrated in construction, infrastructure, and financial-sector contexts, in relatively urban or stable counties such as Mombasa and Kwale, and largely treat scope planning independently of the social protection and cash transfer domain. This reveals a sectoral, geographical, and contextual gap that the present study sought to address by examining scope planning within government-funded cash transfer projects in the marginalised, ASAL context of Turkana County.

3. RESEARCH METHODOLOGY

3.1 Research Design and Target Population

The study adopted a descriptive correlational research design, which allowed the researcher to describe scope planning practices and examine the strength and direction of their relationship with project performance. The study targeted the four national government-funded cash transfer programmes operating in Turkana County under the National Safety Net Programme (Inua Jamii): the Hunger Safety Net Programme (HSNP), the Older Persons Cash Transfer (OP-CT), the Cash Transfer for Orphans and Vulnerable Children (CT-OVC), and the Persons with Severe Disabilities Cash Transfer (PwSD-CT). The unit of observation was the personnel involved in the planning, coordination, financial management, monitoring, and implementation of these programmes, comprising a target population of 110 project managers, programme officers, finance officers, monitoring and evaluation officers, and sub-county coordinators. Given the relatively small and accessible size of the population, a census approach was adopted, in which all 110 members of the population were included in the study.

3.2 Data Collection Instruments

Primary data were collected using a structured questionnaire divided into sections capturing respondent demographics and, specifically for this study, scope planning (measured through six items covering the clarity of project objectives, existence of approved and documented work plans, alignment of activities with objectives, clarity of roles and responsibilities, specification of beneficiary targeting criteria, and definition of key performance indicators) and project performance. Items were scored on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Questionnaire items were adapted from established project management and social protection literature and aligned with PMI (2021) standards to enhance content validity. Secondary data were obtained from official programme reports, monitoring and evaluation records, and financial disbursement reports covering 2021-2025, obtained from the National Drought Management Authority and the Turkana County Department of Social Protection, to complement and validate self-reported performance data.

3.3 Pilot Test, Validity and Reliability

A pilot study was conducted among 11 respondents (10% of the sample) drawn from cash transfer programme personnel in Marsabit County, outside the study area, to avoid contamination of the main sample. Content and face validity were assessed through expert review, while construct validity was assessed through Exploratory Factor Analysis using Principal Component Analysis with Varimax rotation and Kaiser Normalisation. Reliability was assessed using Cronbach's Alpha, with a threshold of 0.70 considered acceptable. The pilot study returned an overall Cronbach's Alpha of 0.935.

3.4 Data Analysis

Data was coded and analysed in SPSS version 26 using descriptive statistics (means, standard deviations, frequencies, and percentages), Pearson correlation analysis, and multiple regression analysis. The regression model used in the parent study was specified as:

$Y = \beta 0 + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4 + \varepsilon$……………………(Equation 1)

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where Y represents project performance, β0 is the constant, β1 to β4 are beta coefficients, X1 represents scope planning, X2 represents cost planning, X3 represents schedule planning, X4 represents risk planning, and Ɛ is the error term. This study reports the descriptive, correlation, and regression results pertaining specifically to scope planning (X1) and its relationship with project performance (Y), drawn from the full model estimated at a 0.05 level of significance.

4. RESULTS AND FINDINGS

4.1 Response Rate

Of the 110 questionnaires administered through a census approach, 98 were completed and returned, representing a response rate of 89.1%, which exceeds the 70% threshold considered adequate for analysis and generalisation (Mugenda & Mugenda, 2003).

4.2 Validity and Reliability of the Scope Planning Construct

Prior to substantive analysis, the suitability of the data for factor analysis was confirmed, with an overall Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy of 0.812 and a statistically significant Bartlett's Test of Sphericity ($\chi^2 = 187.324$, df = 15, $p < 0.001$), confirming that the dataset was suitable for structure detection. Construct validity for the scope planning items was assessed using Principal Component Analysis, which produced an Average Variance Extracted (AVE) of 0.565, exceeding the 0.50 threshold and confirming that the six scope planning items were valid indicators of the underlying construct.

Table 1: Factor Analysis and Reliability for Scope Planning

Item	Factor Loading
SP1: Project objectives are clearly defined before implementation begins	0.812
SP2: There are approved and documented work plans guiding programme activities	0.845
SP3: Programme activities are aligned with stated project objectives	0.798
SP4: Roles and responsibilities are clearly defined within the programme	0.776
SP5: Beneficiary targeting criteria are clearly specified and documented	0.801
SP6: Key performance indicators (KPIs) are clearly defined to measure project success	0.824
Eigenvalue	3.933
% Variance Explained	65.55%
Cronbach's Alpha (6 items)	0.892

The scope planning scale recorded an eigenvalue of 3.933 and explained 65.55% of total variance, well above the 60% minimum recommended by Hair et al. (2019), confirming a strong and stable single-factor structure. Reliability analysis produced a Cronbach's Alpha coefficient of 0.892 for the six-item scope planning scale, indicating a high level of internal consistency and excellent reliability (Hair et al., 2019), and confirming that the instrument was suitable for further descriptive and inferential analysis.

4.3 Descriptive Statistics for Scope Planning

Table 2: Descriptive Statistics for Scope Planning

Statement	Mean	Std. Dev
Project objectives are clearly defined before implementation begins	4.12	0.811
There are approved and documented work plans guiding programme activities	4.05	0.864
Programme activities are aligned with stated project objectives	4.18	0.756
Roles and responsibilities are clearly defined within the programme	4.09	0.842
Beneficiary targeting criteria are clearly specified and documented	4.21	0.733
Key performance indicators (KPIs) are clearly defined to measure project success	4.15	0.784
Composite Mean	4.13	0.798

Respondents generally agreed that scope planning practices were effectively implemented in government-funded cash transfer projects in Turkana County, as reflected by a composite mean of 4.13 (SD = 0.798). Respondents most strongly agreed that beneficiary targeting criteria were clearly specified and documented (Mean = 4.21, SD = 0.733), indicating formal procedures for identifying and selecting eligible beneficiaries, and that programme activities were aligned with stated project objectives (Mean = 4.18, SD = 0.756). Respondents also agreed that key performance indicators were clearly defined (Mean = 4.15, SD = 0.784), that project objectives were clearly defined before implementation began (Mean = 4.12, SD = 0.811), that roles and responsibilities were clearly defined (Mean = 4.09, SD = 0.842), and that approved and documented work plans guided programme activities (Mean = 4.05, SD = 0.864). The relatively low standard deviations across all items indicate a high degree of agreement among respondents regarding the adequacy of scope planning practices within the programmes.

4.4 Correlation Between Scope Planning and Project Performance

Pearson correlation analysis was conducted to determine the strength and direction of the relationship between scope planning and project performance. The results showed that scope planning had a strong, positive, and statistically significant relationship with project performance ($r = 0.731$, $p < 0.01$). This implies that improvements in scope planning practices, such as clearly defined objectives, documented work plans, and alignment of activities with objectives, were associated with improved performance of government-funded cash transfer projects in Turkana County. Correlations among the independent planning variables in the parent study remained below 0.8, indicating the absence of serious multicollinearity concerns and confirming the suitability of the data for regression analysis (Hair et al., 2019).

4.5 Regression Analysis and Hypothesis Testing

Multiple regression analysis was conducted to determine the effect of scope planning (alongside cost, schedule, and risk planning) on project performance. The overall model was statistically significant ($R = 0.842$, $R^2 = 0.709$, Adjusted $R^2 = 0.697$; $F = 55.481$, $p < 0.05$), with the four planning dimensions jointly explaining 70.9% of the variation in project performance.

Table 3: Regression Coefficient for Scope Planning

Variable	Unstandardised B	Std. Error	Standardised Beta	t	Sig.
(Constant)	0.842	0.317	-	2.656	0.009
Scope Planning	0.318	0.072	0.309	4.417	0.000

The regression coefficient results, presented in Table 3, show that scope planning had a positive and statistically significant effect on project performance (B = 0.318, Beta = 0.309, t = 4.417, p = 0.000). This indicates that holding other planning dimensions constant, a one-unit improvement in scope planning practices is associated with a 0.318-unit increase in project performance. Since the p-value (0.000) was less than the 0.05 significance threshold, the null hypothesis (H01) that scope planning has no significant effect on the performance of government-funded cash transfer projects in Turkana County was rejected. The study therefore concludes that scope planning significantly and positively influences the performance of government-funded cash transfer projects in Turkana County, Kenya.

5. DISCUSSION OF FINDINGS

The finding that scope planning has a strong, positive, and statistically significant effect on the performance of government-funded cash transfer projects in Turkana County is consistent with Goal-Setting Theory (Locke, 1968), which holds that clearly defined goals and objectives improve performance by providing direction, enhancing coordination, and guiding implementation. The result also supports Kiarie and Wanyoike (2021) and Kyalo and Kising'u (2024), who found that clear project and activity alignment positively influences project performance and service delivery outcomes in Kenyan public projects, and aligns with the broader empirical pattern reported by Harahsheh et al. (2024), Hatumimana and Dushimimana (2024), Ogunberu et al. (2018), and Gitahi (2023) across financial-sector, agricultural, construction, and water infrastructure contexts respectively.

The findings further corroborate Ngacho and Das (2019), who observed that poorly defined project scope contributes to implementation delays, duplication of activities, and inefficient resource utilisation in devolved government projects in Kenya. However, the strength of the relationship observed in this study contrasts somewhat with Mwangi and Were (2023), who found that despite the existence of formal planning structures, many Kenyan public projects still experience poor performance due to political interference, bureaucratic challenges, and weak implementation capacity — a reminder that scope clarity, while necessary, may not be sufficient for strong performance in the absence of supportive institutional systems, a caveat that Goal-Setting Theory itself anticipates through its emphasis on organisational and contextual moderators of goal commitment.

Substantively, the descriptive results suggest that the strongest scope planning practice within Turkana County's cash transfer programmes is the specification of beneficiary targeting criteria, followed closely by alignment of programme activities with stated objectives. This pattern is consistent with the conceptual argument that, for cash transfer projects specifically, scope planning is critical primarily because it defines beneficiary eligibility, geographic coverage, and delivery modalities (Devereux & Sabates-Wheeler, 2020; Mitullah et al., 2023); it is precisely in this dimension that the surveyed programmes appear strongest, which may help explain the magnitude of the observed effect on performance.

6. CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The study concludes that scope planning has a positive and statistically significant effect on the performance of government-funded cash transfer projects in Turkana County, Kenya. Effective scope planning, evidenced through clearly defined project objectives, documented and approved work plans, alignment of activities with objectives, clearly defined roles and responsibilities, and well-specified beneficiary targeting criteria, improves clarity of implementation, accountability, and operational coordination. Consequently, government-funded cash transfer projects with strong scope planning practices are more likely to achieve improved time performance, cost efficiency, and beneficiary satisfaction.

6.2 Recommendations

The Ministry of Labour and Social Protection and programme implementing agencies operating in Turkana County should establish a digital scope-management framework that integrates project objectives, work plans, beneficiary databases, and implementation responsibilities into a centralised planning platform. This would enhance alignment between programme activities and intended objectives while reducing duplication and inconsistencies during implementation. The study further recommends the institutionalisation of community-based beneficiary validation forums before programme implementation and payment cycles, allowing local stakeholders, administrators, and beneficiary representatives to verify targeting criteria and implementation priorities, thereby minimising exclusion and inclusion errors and enhancing programme transparency and accountability.

6.3 Suggestions for Further Research

Since this study focused specifically on scope planning within four government-funded cash transfer programmes in Turkana County, future research could examine how scope planning interacts with other planning dimensions, such as cost, schedule, and risk planning, in shaping performance, and could extend the analysis to other ASAL counties and to other categories of social protection programmes to enhance the generalisability of findings. Future studies may also consider longitudinal designs capable of tracking how scope planning practices and programme performance evolve over time, and could examine other determinants of performance, including institutional capacity, political influence, and technological infrastructure, that lie beyond the scope of this study.

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