RESOURCE ALLOCATION IN COUNTY GOVERNMENTS: A CASE OF LAIKIPIA COUNTY

BY

JOHN MWANGI KARIUKI

A Project Report Submitted to the School of Business in Partial Fulfillment of the Requirement for the Degree of Masters of Science Management and Organizational Development (MOD)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2019
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STUDENT’S DECLARATION

I, John Kariuki, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University-Africa for academic purposes in partial fulfillment of the requirements for the award of Masters of Organizational Development (MOD).

Signed…………………………. Date…………………………………………….……

John Kariuki (ID 656807)

This research project has been presented for academic purposes with my approval as the appointed supervisor

Signed ……………………………. Date……………………………………...………….

Dr. Juliana M. Namada

Signed……………………………… Date…………………………………...…………….

Dean, Chandaria School of Business
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ABSTRACT

The purpose of the study was to determine resource allocation in county governments: A case of Laikipia County. The study was guided by three research objectives; to establish resource allocation in Laikipia County, to establish challenges facing resource allocation in Laikipia County and to determine the measures which can be used to improve resource allocation in Laikipia County.

The study used descriptive survey design to collect data from the target population. Target population was employees from the selected departments of Laikipia County government. Stratified sampling was applied. The sample size consisted of 60 respondents. Questionnaires were used to collect primary data. SPSS was used to produce frequencies, descriptive and inferential statistics which was applied to come up with conclusions and generalizations about the population. Descriptive statistics used in the study was frequencies and percentages.

The first objective was to establish the strategies used in resource allocation in county governments. It was indicated that majority of respondents agreed that resource allocation problem affects decision making, resource allocation is done based on the set objectives, fair policy provides competitive, policy makers require a technique for prioritizing the uncertainties which face the society, regular revision for strategic objective is done during budgetary cycles, priority based approach allows for stakeholder consultation of allocation recommendations, workforce is aligned to each strategic objective and priority based approach helps to ensure a transparent priority setting process.

The second objective was to establish challenges facing resource allocation in Laikipia County. Findings revealed that majority of respondents agreed that feasibility study improves decision making in the county government, determines profitability of the project, employees are involved in budget preparation, feasibility study is done before investments projects cash flows, ineffective feasibility study affects resource allocation, there is a relationship between budget planning and resource allocation, enough time is allocated for resource allocation, risk assessment is adequate, inadequate resources affect budget implementation, resources are allocated according to the historical data and there are adequate resources in the county.
The third objective was to determine the measures which can be used to improve resource allocation in Laikipia County. It was established that majority of respondents agreed that engagement of risk assessment team improves resource allocation, public incorporation enhances resource, effective communication enables proper allocation of resources, proper monitoring of resources reduces costs, resource monitoring provides necessary information for resource allocation, strong organizational culture improves resource allocation, avoiding over-estimation can, proper understanding of the project and time allocation improve resource allocation.

In conclusion, during decision making and budget allocation, Laikipia county government put into consideration resources that they have and can use, the county also allocates resources based on their goals and objectives, use of feasibility study has enabled that county government made effective decisions, allocate resources, ensure that investment projects cash flows and determine profitability of a project. Employees usually participate during budget preparation and enough time is allocated to ensure that the project is implemented successfully and resources are used effectively. Use of risk assessment team, public incorporation and use of communication strategy has influenced resource allocation in the county. Monitoring strategies have also been developed to reduce cost and provide required information regarding resource allocation.

The study recommends that Laikipia county government should continue to develop an effective priority based approach, develop and effective risk assessment strategy, ensure that they have adequate resources such as; human and material resources to be able to implement their projects. deal with over-estimation by eliminating unnecessary conflicts in the initial planning stages by prioritizing, allocating enough time and make conscious decisions about which projects are lagging behind and which ones are on track. The study was only done in one organization a comparative study should be done to determine effects of resource allocation in other counties and companies. In addition, a correlation and regression analysis should also be done to identify the relationship between variables.
DEDICATION

I dedicate this work to three girls in my life whose being inspired me to go back to school after thirteen years to better myself. To my daughters Tiffany Mwangi and Alexis Mwangi may this work inspire you to be the best in life, to always endeavor into achieving that which you put your minds into and to always remember that you like a whirl wind; are unstoppable to my mum Mary Kaburi and dad Samuel Kariuki for always reminding me to go back to school and learn some more, my siblings for their moral support during this process and finally to one true friend who literally pushed me through this course even when I felt like quitting literally.
ACKNOWLEDGEMENT

Starting and completing this proposal was tough but very exciting and thought provoking. I wish to offer my utmost thanks to God for giving me the strength, health and sound mind to accomplish this task. I do not take it for granted. I offer gratitude to my family for their emotional and moral support and for teaching me the value of education. My sincere appreciation goes to my supervisor Dr. Juliana M. Namada who sacrificed her time even in the middle of the night to offer guidance to me thought the research proposal. She tirelessly and constructively held my hand through the process.
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CHAPTER ONE

1.0 Introduction

1.1 Background of the Study

Resource allocation consists of planning, developing the budget with appropriate staff, seeking, allocating and adjusting fiscal, human and material resources, utilizing the physical plant, monitoring resource use and reporting results (Scott & Kelly, 2014). Resource allocation comprises of making choices and decisions on how scarce natural, labor and capital inputs are to be utilized or distributed among competing ranges of production (Kennedy, Rae, Sheridan & Valadkhani, 2017). Most countries world over have made health as a right to their respective citizens. While high and some middle income countries have made this a reality by providing equal resources to all, most low income countries still have enormous challenges and barriers towards achieving equality for all.

Rapid and far-reaching development transition has triggered corresponding restructuring in the world especially since the turn of the new millennium (Long, Tu, Ge, Li, & Liu, 2016). Recently, there has been an increasing trend emphasizing regional resources in formulating rural development policy and restructuring rural areas. Rural restructuring in China affected by the allocation and management of critical resources including human resource, land resource and capital, by establishing a theoretical framework of elements-structure-function of rural territorial system (Long & Liu, 2016). It is argued that rural restructuring is a process of improving the allocation and management of the material and non-material elements affecting the development of rural areas and accomplishing the structure optimization and the function maximum of rural development system.

Due to the restrictions from the maintained urban rural dualism of land ownership and household registration, the rapid rural restructuring under both globalization and the implementation of the national strategies on industrialization, urbanization, formalization and agricultural modernization, the changes of the allocation of critical resources have brought about many problems and challenges for the future development of rural China (Liu, Wang, & Wilkinson, 2016). Some of the challenges include the non-agriculturalist, non-grain preference and abandonment of farmland use together with the derelict and idle rural housing land, the weakening main body of rural development, the unfair urban rural allocation of capital and its structural imbalance. Targeting at how to resolve the problems
and adapt to the challenges, it is essential to restructure the rural development space, rural industry, and rural social organization and management main body (Minbaeva, 2018).

Furthermore, it is necessary to restructure the contours of state involvement in rural societies and economies and allocate and manage the critical resources affecting rural development, from the perspectives of integrating urban and rural resources, improving the efficiency of resources utilization, and fully understanding the influences of globalization on rural restructuring in China (Simonsen & Robbins, 2018). Devolved governments include the transfer of power for decision-making, finance, and management to the units of local government with corporate position (Mooney & Scott, 2011). Devolution allocates accountabilities for services to municipalities that elect their private mayors and councils, create their own revenues, and have self-regulating authority to come up with investment decisions.

In a devolved system, local governments possess a clear and legally acknowledged geographical boundaries over which they use authority and within which they execute public functions. It is in this type of administrative decentralization that triggers most political decentralization. The devolved system has encouraged the need for balanced resource allocation by use of the administrative chain to the point at which services are provided (Tomaney, 2016). Devolution has made all the managers in all the levels to pay close attention to the government objectives and goals and be able to manage risks and become more responsive to the requirements of the citizens who are receiving the services (Minbaeva, 2018). The project of devolution in Kenya is specifically one of the few in the whole world that shifts its authority from the center to ensure that the local administrations set up from the beginning. Before the devolution, Kenya had more than 100 districts but authority was only exercised in the central government. The devolved governments are in charge of the recent local administrations to carry out some functions such as health facilities, agriculture, transport, sanitation and many others (Kimenyi, 2016).

The Commission on Revenue Allocation (CRA) established a procedure of sharing hinds in the Equalization Fund as given in the Constitution to improve development in the sidelined areas. A calendar CRA released on February 29 2014 showed that only less than a third of the 47 counties were the beneficiaries of the Ksh3 billion Equalization Fund whereby Turkana took the largest share for the three consecutive year (Minbaeva, 2018). CRA suggested that Ksh 231 billion be distributed to the county governments in the fiscal
In addition to the equitable allocation, there is also the revenue equalization fund which goes to “marginalized” counties. The county governments have also ability to borrow and to receive grants both from national and international governments (Koehler, 2018). The CRA has no control on intra-county resources allocation. The counties are therefore autonomous to make their own budget then forward the budget to the national budgetary control commission for approval where the commission shall only scrutinize the budget for justification of the items listed and the amount allocated to each item or function. It is therefore at the discretion of a county government to allocate resources to its health sector and using its own criteria, process or formula (Brendon & Ali, 2018).

Efficient resource allocation minimizes the negative outcomes of conflict and promotes the positive outcomes with the goal of improving learning in an organization or community ("Multiperiod Equitable Resource Allocation," 2012). Conflicts manifest themselves as political, social, economic, ethnic, religious or territorial conflicts, or conflicts over resources or national interests, or any other type of conflict. They are traditional conflicts induced by an environmental degradation. Kimenyi (2016) argued that the input parameters to resource allocation and the way of resource allocation vary based on the services, infrastructure and the nature of applications which demand resources. Actual task execution time and pre-emptible scheduling is considered for resource allocation (Koehler, 2018). It overcomes the problem of resource contention and increases resource utilization by using different modes of work capacities. But estimating the execution time for a job is a hard task for a user and errors are made very often. Lewis, Neill, Robins and Hashemi M. R. (2015) asserted that since centralized user and resource management lacks in scalable management of users, resources and organization-level policy Based on role based access control, resources are allocated to users based on community policy.

Laikipia County is one of the 47 counties of Kenya, located on the Equator in the former Rift Valley Province of the country. Laikipia is a cosmopolitan county and is county number 31. The county has two major urban centers: Nanyuki to the southeast, and Nyahururu to the southwest. Its capital is Rumuruti. Economic activity in the county consists mainly of tourism and agriculture, chiefly grain crops, ranching and greenhouse horticulture. The county’s population according to the 2009 National Census is 399,227
with males forming 49.8% while female form 50.2% of the population. With multiple ethnic communities, the Kikuyus and Maasai communities form the largest portion of its residents. Other tribes mainly Borana, Samburu, Kalenjin, Meru, Somali, Turkana, European and Asian settlers are the resident minorities. The county encompasses the high, dry Laikipia Plateau, and has a cool, temperate climate with both rainy and dry seasons.

Laikipia County has different religions, but Christian and Muslim are the principal religions. The pastoralist communities have cultures which suit their nomadic lifestyle, while the agricultural communities have different cultures suitable to their way of life. For example, everything about the Samburu revolves around the livestock and warfare. This means that they have to move from one area to another in search of pasture for their livestock and engage in raids amongst themselves and with neighboring tribes especially the Turkana in a bid to recover their stolen cattle. Most of the communities have gender division of labor depending on activities they engage in on a daily basis.

1.2 Statement of the Problem

Resource allocation is used to apportion the accessible resources in an economic way. Without the right strategy to allocate the resources becomes a challenge to the government or the organization. There has been poor resource allocation whereby much of the resources are wasted or underutilized by the relevant authorities (Nyaga & Nyaribo, 2018). Unfortunately, county institutions have been slow in responding to these issues. This is reasonable, given the vibrant environment, competitiveness, financial limits and the bureaucratic process features of most of these institutions. However, there is need for efficient allocation of resources which is crucial for the county governments to achieve improved performance and provision of quality services to the public.

Several studies have been done about the resource allocation in the devolved government. Mathews (2010) examined the how the government can manage itself in resource allocation compared to the private sector; Barasa, Cleary, English and Molyneux (2016) did a research about resource allocation in the public sector and policy implications for poor budgeting techniques; Danis and Kilonzo (2014) examined the determination public policy and priorities for resource allocation for mitigating natural hazard. Mutoko, Hein and Shisanya, (2014) examined the capital determinants of privileged resource allocation in regional clusters. Ndegwah (2014) offered information and an understanding on local government
matters and established that local governments gave much priority in urban areas compared to rural areas.

Tsøfa, Molyneux, Gilson and Goodman (2017) evaluated the horizontal link between devolution and economic growth and Karuri, Waiganjo, Daniel and Manya (2014) did a study about structural adjustment through devolution in Kenya. However, there is inadequate information about resource allocation in county governments. It is within this context that this research aims to evaluate resource allocation in Kenyan County Governments a case study of Laikipia County. This study will attempt to address the strategies used in resource allocation in county governments, Challenges facing resource allocation in County Governments and the measures which can be used to improve resource allocation in county governments.

1.3 General Objective of the Study

The general objective of the study was to analyze resource allocation in Laikipia County.

1.4 Specific Objectives

1.4.1 To establish the strategies used in resource allocation in county governments.

1.4.2 To establish challenges facing resource allocation in Laikipia County.

1.4.3 To determine the measures which can be used to improve resource allocation in Laikipia County.

1.5 Justification of the Study

1.5.1 Communities

This study is of importance to county governments as it helps them understand how resource allocation is done in the county governments and therefore be able to come up with viable policies and practices to strengthen resource allocation in counties.

1.5.3 Academicians and Researchers

In theory the study is of value to academicians who benefit from the information of the study as the study also contributes to existing body of knowledge. This study also opens more areas, of future studies in the devolved units for scholars as it facilitates them to
identify gaps in the current research and carry out research in those areas. The study also provides the background information to research scholars who want to carry out further research in this area. The findings can also be used to develop guidelines that counties can use in resource allocation.

1.5.3 Government

The study is of significant to the formation of resource allocation policies of devolved governments as the information generated by this study gives more insight into management issues in the devolved units as it also gives more information to the need and effect of application of effective resource allocation in counties.

1.6 Scope of the Study

The study was carried out in Laikipia County in Kenya. The study was limited to establish the strategies used in resource allocation in county governments, to establish challenges facing resource allocation in Laikipia County and to determine the measures which can be used to improve resource allocation in Laikipia County. The study was conducted in the year 2018 and 2019.

1.7 Definition of Terms

1.7.1 Resource
Resource is an economic factor necessary to accomplish an activity to realize the desired results (Aykan, 2017).

1.7.2 Resource Allocation
Resource allocation is the manner in which resources are distributed from central governments to the county governments (Beloglazov, Abawajy, &Buyya, 2012).

1.7.3 Strategy
Strategy is an action that executives or managers use to achieve organizational goals and objectives (Kim & Mauborgne, 2014).
1.7.4 County governments

County governments are geographical divisions envisioned by the Kenyan Constitution as the divisions of devolved government (Kramon& Posner, 2011).

1.8 Chapter Summary

The chapter has explained in detail background of the study, exposed the research gaps on the strategies used in resource allocation in county governments, Challenges facing resource allocation in County Governments and the measures which can be used to improve resource allocation in county governments. The scope of the study has been outlined with the objective of evaluating resource allocation in County Governments in Kenya. Chapter two reviewed literature based on the three specific objectives, chapter three covers research methodology used, chapter four discussed findings and recommendation and chapter five discussions, conclusions and recommendations.
2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on resource allocation in Kenyan County Governments. The literature review evaluated the strategies used in resource allocation, challenges facing resource allocation and measures to improve resource allocation in Kenya County governments. This literature review was very critical to this research as it linked the current studies and the past studies in the field of research.

2.2 Strategies Used in Resource Allocation

Resource allocation is a central management activity that allows for strategy execution (Beloglazov, Abawajy, & Buyya, 2012). The real value of any resource-allocation program lies in the resulting accomplishment of an organization's objectives. There are many strategies which can be used for resource allocation in organizations and other institutions.

2.2.1 Objective Allocation Strategy

Organizations usually manage their resources by trying to minimize costs, improving cost performance and attaining the organizations’ goals and objectives (Brendon & Ali, 2018). Objective function is the utilization of resources which are chosen based on the time, number of goals and objectives of the organizations’ accomplished (Jensen, 2010). Grounded on targets and strategic tactics established for each strategic goal or objective, a relative resource suggestion is offered across all the objectives by grouping them as either calling for high, medium or low expected rate of resource relative to each other.

Grounded on targets and strategic tactics established for each strategic objective, a comparative resource indication is provided across all objectives by classifying them as either requiring high, medium or low anticipated levels of resource compared to one another (Alon & Dwyer, 2010). The first step is seen as a strategic, policy-driven and organization indication, equivalent to the programmatic perception pronounced in the sixth guiding principle. This serves to guide the improvement of strategic objectives and detailed costing of anticipated results, as well as to double-check the aftermath of results-based budgeting (Aykan, 2017).
Results-based approach, what to be done is first decided, followed by cost implications and the resources required to attain the set upon objectives (Bouillard, 2015). This process is almost the same as the needs-based approach, as the objectives and related resources aim to address areas of ultimate need. Resources needed for strategic objectives can be revised during subsequent budgeting cycles to take into account the fluctuating circumstances and the emerging necessities (Brendon & Ali, 2018). This ensures that the organization remains attentive to the necessary needs. In addition, efficient and effective use of resources is ensures that there is a right balance of strategic objectives of the organization (Currie, Musango, & May, 2017).

A high level usage of resources in one department of an organization should not be seen as a compensation for the other departments with inefficiency in resource usage (Garcia, Rabadi, & Handy, 2018). Determination of resources required to meet strategic objectives is a very difficult process. Actual task implementation time and pre-emptible scheduling is acknowledged in the resource allocation (Hair, 2015). This is used to overcome the challenge of resource allocation and improves resource utilization by making use of different modes of work capacities. However, estimating the execution time of an activity is a difficult chore for a user and errors are made regularly (Hipple, 2012). Resource allocation based on response time whereby is used as measure of utility function is recommended by considering communication resources (Aykan, 2017).

A study done by Hassan, Tabar and Shabanzade (2010), in Pakistan about the challenges facing objective based allocation strategy found out that the problem of allocating resources among the various projects or business units to meet the expected objectives fall under objectives resource allocation problem. Resources to accomplish the goals are in limited supply. The initial step in this allocation strategy should be viewed as a strategic, policy driven and organizational signal conforming to the programmatic perspective (Aykan, 2017). This enables the organization to have a good guide towards the development of strategic goals with a more detailed costing of the anticipated results together with the cross-checking of the outcomes which are based on the estimated budget (Koehler, 2018).

Result based approach is whereby what to be done is decided followed by cost implications and the required resources to meet the organization’s goals and objectives (Hipple, 2012). This practice is almost the same as the needs-based approach, as the objectives and the required resources are logically aimed to address areas of greatest need. The resources
required for strategic objectives should be critically reviewed during the budgeting process to ensure that they are not affected by the changing needs and the emerging issues in the country. A study done by Mayo (2014) about the align of workforce to strategic objectives established that there was a need to align the appropriate workforce to each strategic objective and failure to do so led to competitive disadvantage as others succeeded faster in this industry-wide shift. The study also established that the strategies which did not require full commitment included new organizational values, customer offerings, customer service, reorganization, amalgamation of facilities, alliances and partnerships and approaches to marketing.

Actual activity implementation time and pre-emptible planning is considered for resource allocation. This ensures that there is no difficulty in resource controversy and improves utilization of resources by applying different types of work capacities (Currie, Musango, & May, 2017). A study done by Sikora and Ferris (2014) about hindrances of estimating time execution for a task found out that estimating the implementation time for an activity is a difficult task to the user and errors are made regularly. Resource allocation strategy based on response time as a measure of utility function was recommended by putting in to consideration the communication resources available in the company (Tomaney, 2016).

2.2.2 Policy Allocation Strategy

Policy allocation strategy is one of the resource allocation strategy in a multi-cluster environment. This strategy allocates resources to clusters which leads to high distribution, resulting to fast allocation of activities which are used to establish the targeted cluster (Simonsen & Robbins, 2018). This policy is easy to use practically in a real system (Kelchen, 2015). In reality, analysts do not measure the relative cost-effectiveness of other inter-sectoral expenditure allocations in the means proposed by Bouillard (2015). However, they use the idea of relative effectiveness in a more degraded method by evaluating whether interventions are consistent with government policy goals. A study done by Carrillo and Singhal (2015), about resource allocation with policy objectives established that policy objectives were seen as the principal evaluation criteria for projects and programs. The study also established that in the absence of quantitative measures of effectiveness it was impossible to evaluate the relative effectiveness of other interventions other than subjective conditions. There are three types of policies and they include fairness policy, a greedy efficiency policy, and a fair efficiency policy. A study was carried out in china about
policies in resource allocation and it was revealed that the fair efficiency policy provided competitive efficiency, with a balanced level of fairness and user satisfaction, compared to the other two resource allocation policies (Hwang et al., 2016).

Minimizing duration is critical to success in many development projects ("Equitable Resource Allocation with Substitutable Resources," 2012). Resource allocation policies during projects determine the fractions of resources that are to be assigned to constituent tasks. The choice of allocation policy can strongly influence project durations but policies for reduced project duration are difficult to design and implement because of closed loop flows of work that generate dynamic demand patterns and delays in shifting resources among activities (Currie, Musango, & May, 2017). A study carried out by Lee, Ford and Joglekar (2018) about the effects of resource allocation policies for reducing project durations found out that minimum resource allocation delay does not produce minimum durations, and increasing uncertainty decreases durations under certain conditions.

2.2.3 Priority Based Allocation Strategy

The target of this strategy is to maximize the benefits of the service providers in the case of current resources are not enough to process all the requests in time (Xiao & Wang, 2012). In this strategy, the requests are ranked according to the profits they can bring. Through the experiments, this approach has been proven it can increase the benefits than applying typical first come first serve strategy (Tomaney, 2016). In decision-aiding approach, criteria prioritization approach is identified which is based in and rely on specific judgements such as avoidance of hazards with high expected impacts before resource allocation. The hazards which are prioritized depend on the losses which are considered as important. For instance, if the greatest value is placed on the phenomenon that involve the largest loss of life in one event, therefore the biggest priority would be given to major events such as earthquakes and hurricanes.

Many organizations allocate resources by non-market mechanisms based on priorities (Ergin, 2002). In some publicly funded systems, resource allocation is a pressing issue because resources expended on one field cannot be spent on another area (Daniels & Sabin, 2002). Due to the scarce resources available to the national and local governments, policy makers and decision makers require a technique for prioritizing the uncertainties or risks which face the society and choose the best mitigation strategy (Kennedy, Rae, Sheridan, &Valadkhani, 2017). It very critical for the decision makers to understand the issues which
can influence resource allocation process whereby priority should be provided with a particular mitigation strategy.

Health organizations in the world are required to set priorities and allocate resources within the constraint of limited funding (Mayo, 2014). However, decision makers may not be well equipped to make explicit rationing decisions and as such often rely on historical or political resource allocation processes. A study carried out by Mitton, Dionne and Donaldson (2014) about cost effectiveness and resource allocation found out that priority based approach helped to ensure a transparent priority setting process, which allowed for stakeholder consultation of allocation recommendations, enabled public input to be incorporated and was driven jointly by local opinion and available evidence.

Decisions regarding the allocation of available resources are a source of growing dissatisfaction for government decision-makers (Long & Liu, 2016). This dissatisfaction has led to increased interest in research on evidence-based resource allocation processes. An emerging area of interest has been the empirical analysis of the characteristics of existing and desired priority setting processes from the perspective of decision-makers (Simonsen & Robbins, 2018). A study conducted in Australia by Dionne, Mitton, Smith and Donaldson (2008), about decision maker views on priority setting in the Vancouver Island Health Authority established that the key feature of desirable priority setting process included inclusion of baseline assessment, use of best evidence, clarity, consistency, clear and measurable criteria, dissemination of information, fair representation, alignment with the strategic direction and evaluation of results. The study also established that the existing priority setting processes were found to be lacking on most of these desired features. In addition, respondents identified and explicated several factors that influence resource allocation, including political considerations and organizational culture and capacity.

2.3 Challenges Facing Resource Allocation

2.3.1 Poor Feasibility Study

Feasibility study is used to determine the viability of an idea, such as ensuring a project is legally and technically feasible as well as economically justifiable (Spain, 2012). It tells us the organization whether a project is worth the investment in some cases or it is not doable. There can be many reasons for this, including requiring too many resources, which not only prevents those resources from performing other tasks but also may cost more than an organization would earn back by taking on a project that isn’t profitable (Koehler, 2018).
Before investment, the feasibility of the project has to be done that gives figures of cash flow on the following years (Torry, 2016). This can be one of the considerations for making a decision whether this project is feasible or not. Risks that overshadow the project have to be calculated as an influential factor towards the failure of a project. A study done to establish the feasibility of project investment by calculating the risk factors and treatment found out that the parameter investment value increased when treatment was done on risk (Firmansyah, Veronika and Trigunarsyah, 2006).

A financial feasibility analysis determines the financial viability and profitability of a project. A research carried out to establish the effects of investment feasibility analysis found out that even though changes in the economy increased risk or lowered returns, the investment market continued to devise innovative and attractive investment strategies and the determined investor kept on searching for profitable projects (Oprea, 2010). Failures in attempts to introduce knowledge-based systems, particularly into small businesses, have been attributed to inadequate feasibility exploration and impact assessment at the initial stage of project development (Spain, 2012). A study done in Australia about feasibility study and impact assessment for a knowledge-based information-technology planning system found out that a good system supported the organizational and business aims of small firms in terms of improved decision making, improved decision-making process, and institutionalized decision making (Sołtysik-Piorunkiewicz, 2015).

2.3.2 Inadequate Preparation

Another challenge of resource allocation is on the time and resources allocated for preparation. In many organizations, the budgets are prepared on the basis of historical data rather than the expected future performance. This tends to paint a wrong picture of the future but focuses on the company’s past trends. A study done by Kitere (2017) about the challenges facing budget preparation in Kenyan public universities found out that budgets were prepared according to the historical data which lead to the mismanagement of funds. Kavoi (2011) did a study about the factors influencing achievement of budget target and established that there was a limitation on budgeting process which led to cost cutting to achieve cost effectiveness, there was lack of solid base to enforce budgetary controls as a motivator. The study concluded that although profit was the main indicator of performance in public sector, budget management should be measured against the background of sound financial policies.
Budget preparation can demotivate the staff especially if the targets are too high and the employees feel threatened to achieve the desired results (Sikora & Ferris, 2014). Budget participation makes the subordinate to a greater extent feel responsible for the organization’s goals because it internalizes the goals. It is very important for the employees to be incorporated in budget preparation to ensure full budget implementation process. This enables the managers to share their ideas in decision making and make them feel to be part of the budgeting process. Mwasi (2017) relied on expectancy theory to examine the relationship of budget participation to motivation and performance and found out that there was a positive association between budget participation and motivation. In contrast, Rausch and Wall (2015) did a study about the intervening role of motivation using an expectancy theory and found out that motivational importance of budget participation on performance was due to inadequate theoretical framework adopted by the study.

Abdullah and Djalil (2018) argued that highly committed managers in terms of their budget objectives, is motivated to cooperate with their superiors and peers who can offer insight into their working environments, performance objective and goals, task strategies and other issues that have an important impact on their performance. Researchers have found different results concerning the effects of goal commitment on the performance of the have a clearly positive relationship between goal commitment and performance and others established that others have negative relationship (Rokhman, 2017). If managers are not incorporated in budget preparation this leads to poor performance in the organization. According Ndiwalana (2009) this disadvantage is so important that the total effect of reduced budget participation deteriorates performance of employees and managers in the organization.

### 2.3.3 Inadequate Capacity of Resources

According to Hardeland et al. (2016), capacity is the resources available to get the job done or deliver a project on time and within budget. Often organizations don’t have any idea to measure their capacity and hence they are unable to plan their resources. Organizations fail to achieve the desired results or meet the goals due to inadequate resources available. A study by Makinde (2005) about problems of policy implementation in developing nations found out that some implementation problems identified included corruption, lack of continuity in government policies, inadequate human and material resources, all of which often lead to implementation gap. That is why there was a widening of the distance between
stated policy goals and the realization of such planned goals. The study concluded that it was apparent that policies were rolled out regularly in developing nations but, most of the time, without achieving the desired results.

Inadequate resources in resource allocation leads to incomplete projects. This has been a challenge to many public institutions and organizations. Implementation of a constructability program seems to have a significant impact on achieving overall project success and better schedule performance especially on fixed-price contracts. A study done in Nigeria about optimal allocation of project management resources for achieving success established that due to inadequate resources, reducing team turnover had more significant impact on improving budget performance than it does in achieving better schedule or overall project performance (Jaselskis & Ashley, 2011). Government and conservation organizations are faced with the task of conserving threatened species desperately need simple strategies for allocating limited resources. A study done to establish optimal allocation of resources among threatened species found that the rational use of cost and success information substantially increased the number of species managed, and prioritizing management projects according to species value or threat status in isolation was inefficient and resulted in fewer species managed (Joseph, Maloney & Possingham, 2009). In addition, we found a clear trade-off between funding management of a greater number of the most cost-efficient and least risky projects and funding fewer projects to manage the species of higher value.

2.3.4 Poor Risk Assessment

Normally business changes are made in order to change a level of activity in some way, whether it is sales, cash flow, productivity, or product portfolio. When attempts are made to make such changes, too often the business reverts to the old levels of activity as soon as management attention is diverted (Kelchen, 2015). Risk management is a field of growing interest to project managers as well as in general business and organizational management (Marin & Pastrana, 2014). The purpose of risk assessments can vary widely, some risk and compliance teams set out to conduct a risk assessment without a clear directive or common understanding of the purpose or goals of the assessment. On top of this, organization’s leaders may have unrealistic expectations for the assessment, believing it to be the silver bullet of risk management (Zhao, Kuang, Wu, Bi, & Ben-Arieh, 2018).
A study done in Ghana about risk assessment of mining projects established 22 risk factors contributing to mining project failure in Ghana. The five most critical mining project risk factors based on both probabilities of occurrence and impact were unstable commodity prices, inflation or exchange rate, land degradation, high cost of living and government bureaucracy for obtaining licenses (Amoatey, Famiyeh, & Andoh, 2017). Brainstorming influences decision aid use and reliance, and the effectiveness of fraud risk assessment. A study done in Florida about the effects of groups and decision aid reliance on fraud risk assessment established that the groups that used decision aid with fraud risk factors demonstrated superior decision quality and effectiveness even with lower decision aid reliance (Alon & Dwyer, 2010).

Risk assessments identify key areas of interests to both internal and external stakeholders (Amoatey, Famiyeh, & Andoh, 2017). This activity empowers an organization to adopt a proactive approach to effectively communicate with key stakeholders. When a risk assessment is not conducted, or fails to identify key issues, the potential for a crisis increases. A study done by Boshkovska, Zlatanov and Schober, (2015) about Risk assessment as a function of a successful merger established that during the transition phase, advisors gained much of their information from outside sources including competitors’ recruiters who focused on the reputation that was antithetical to the organizational culture. In this study, media also served as a primary source of information.

2.3.5 Scarce Resources

Organizations and companies are faced with a challenge of limited resources to the available projects and the activities highlighted for the implementation. Money is a scarce resource for many organizations and therefore it requires planning in terms of budget projections. Organizations are usually very careful not to over-allocate resources for the fear of wasting the available limited resources (Georgieva, Popchev & Stoyanov, 2015). Strong leadership, perfect resource allocation and high focus are very important for the successful strategic implementation of anticipated projects. Resource allocation plays an important role in governments as the optimum use of the capital is a difficult and resource consuming problem. Organizations usually carry out thorough analysis during the resource allocation process to determine whether the plans are feasible or not and if they are able to guarantee returns to meet the organization’s goals and objectives.
Organizations are very cautious when allocating resources to their tasks due to the availability of scarce resources. Beloglazov, Abawajy and Buyya (2012) argued that there is no any organization with unlimited resources and therefore strategists must come up with alternative strategies to benefit the organization. Resource allocation is carried out through a budgetary process and it entails evaluating the organization`s revenue and expenditure for the activities to be carried out in that specific period (Carrillo & Singhal, 2015). It is very essential to acknowledge that budget has a huge impact on the performance of the organization in terms of profit generation. Organizations always face the challenge of scarce resources each and every time and therefore there is need to work on particular choices in order to select choices which are important to the overall performance of the organization (Davis, 2014).

Efficiency revolves around making the possible use of a given set of resources. A study by Georgieva, Popchev and Stoyanov (2015) in Ghana about the impact of budgetary planning on resource allocation, found out that there was a statistically significant relationship between budgeting, performance management, and resource allocation constructs. These results indicated that performance management partially mediates the relations between budget planning and resource allocation.

2.4 Measures of Improving Resource Allocation

2.4.1 Avoiding Over-Estimation in Resource Allocation

A resource allocation error that occurs when a resource is allocated to multiple projects with conflicting schedules, making it impossible for the resource to complete the assigned work on one or more of the projects as scheduled (Aykan, 2017). Over-allocation, is something that can only be fully solved at the organizational level by establishing clear project priorities and a clear process for mediating the inevitable conflict in priorities. The unfortunate fact is that if a manager faces an organization-wide over-allocation problem, he may have no option but to deal with it as best he can. A study done in Australia about effects of over allocation of resources established that the successful project managers were those who learned to ride the waves of over-allocation whitewater and working with the resources made available to them (Jiang, Banjevic, Jardine, & Li, 2018).
Resource over allocation is a failure of prioritization, a failure of planning, and a failure to accept that reality always imposes constraints (Kennedy-Clark, 2015). The project manager understands that things will always change and that even in the best of systems there will be times when multiple projects are competing for the same resource. Koehler (2018) argued that the only way to really solve the problem of over-estimation by eliminating unnecessary conflicts in the initial planning stages through prioritization and project timing and by establishing the discipline to make conscious decisions about which projects slip and which stay on track.

2.4.2 Allocation of Adequate Time for Resource Allocation

Optimum allocation of resources is today's means of designing a logistic network to deal with tomorrow's demands. Accepting this and in order to ensure that a logistic network is being managed efficiently, it is argued that it is essential to look at what is now achievable, given the advances in computer technology and Artificial Intelligence (Hargreaves, 2016). Time management is another important part of project management. 80% of the total projects offer a minimum timeline for the completion and this is where competence is judged. Project management team should divide all the tasks on daily manner in order to complete the project within given time. Delay in the completion of project may affect goodwill of an organization no matter what is the reason. Critical path method to select the shortest path for completing every task can be used.

A study carried out in China about dynamic resource allocation and coordination for high-load crisis volunteer management established that optimal solutions to the allocation and reallocation problems were consistently obtained in short timespans for a wide variety of problems that have realistic sizes and characteristics (Garcia, Rabadi, & Handy, 2018). Managers should know what is driving how much time allocate to an event. A study done in Germany to establish the factors influencing time allocation of sport event volunteers found out that male gender significantly influenced time allocated to an event at the individual level (Hallmann, Downward, & Dickson, 2018). At the macro-level, the number of local inhabitants had a significant negative effect whereas the status of an international event and duration contributed positively to time allocation.
2.4.3 Proper Identification of Scope

Project scope definition is the process whereby a project is defined and prepared for execution. It helps to decide on whether or not to proceed with the project. An incomplete scope definition in early stages of a project’s life cycle is a common source of difficulty in project development process (Mohammed & Aibu, 2012). Development of a project can affect positively or negatively a variety of interests. Project definitions boundaries may be redefined, or subjected to differing expectations and interpretation by different stakeholders.

Many projects start with good ideas, huge investments and great efforts. However, most of them do not achieve much success. A major contribution to unsuccessful projects is the lack of understanding or defining project and product scope at the start of the project (Mirza, Pourzolfaghar, & Shahnazari, 2013). A properly defined and managed scope leads to delivering a quality product, in agreed cost and within specified schedules to the stakeholders. While there is a clear understanding of the need to achieve project success, surprisingly little is published on significance of scope on project success. A study done in Nigeria about significance of scope in project success established that the scope should be properly defined and controlled and what can be the major factors behind mismanagement of scope and how it can be overcome (Davis, 2014). The study concluded that a better appreciation of the distinction between project and product scope can bring a higher possibility of project success.

Effective management of resources is a challenging task for providers, as it often involves selecting the best resource allocation out of a large number of alternatives. Moreover, evaluating each such allocation requires assessing its potential performance, availability, and energy consumption implications (Vasić, Novaković, Miučin, Kostić & Bianchini, 2012). The workload of certain activities varies over time, requiring the resource allocations to be re-evaluated and possibly changed dynamically.

2.4.4 Regularly Monitoring Resource Allocation Data

Resource monitoring is one of the important activities in the management of a project and its main objective is to supply the necessary information for proper control of the project based on the project plan (Jigeesh & Bhat, 2016). Monitoring of a project covers different issues related to costs, resources, problems and progress. All
these issues are dependent on many other sub issues and any changes in any of them influences the whole project monitoring system. Earned value analysis is one of the tools used for monitoring the progress and costs of the project is composed of several factors. A study done to establish modeling and simulating the dynamics in project monitoring and earned value analysis found out that the system of earned value analysis is highly influenced by the variations in the estimated cost of unit effort, delay in an activity and estimated effort of work package (Kelchen, 2015).

Resources are scarce and therefore, there is need to carefully allocate them in order to obtain the desired results. Decision-makers should choose future strategies for prevention, monitoring and control of resource allocation in order to ensure effective project management. The applications of model in the monitoring the progress enables project management team to better track and control the productivity and quality of construction projects (Memon, Majid & Mustaffar, 2005).

2.4.5 Adequate Resources

Most organizations have at least four types of resources that they used to achieve goals and objectives of an organization and they include; financial, physical, and human and production resources (Currie, Musango, & May, 2017). Resource allocation is a major management activity that permits for strategy execution. Strategic management permits resources to be allocated in accordance to priorities established by yearly objectives (Davis, 2014). Quantitative indicators of inadequate resources include few people who are involved in the implementation process whereby they have inadequate skills, inadequate training and capabilities. Organizations should provide adequate resources to enable effective resource allocation.

Garcia, Rabadi and Handy (2018) argued that the strategies which might be used include, monitoring of resources, monitor short run of financials, avoid organizational politics, and provide relevant knowledge to the employees. Lack of adequate finance, inadequate pertinent technical capability and unsupportive multi-national company's attitude are inhibitions that should be removed to attain success in executing strategies in organizations. The resources and capabilities of the organization contribute its strategic capability, which facilitates to success in the implementation of selected strategies (Hipple, 2012).
2.4.6 Improved Leadership

Managers are supposed to deliver performance to meet the strategic objectives of the organization. They do not recognize what is required to fulfill the strategic plan. Hwang et al., 2016 argued that leadership skills the most stated problems of strategy implementation. This comprises of vague strategy formulation whereby the leaders consider their job done when they are done with strategy formulation. The organizations’ management should be involved and focus in the implementation process to ensure for successful strategy implementation (Jiang, Banjevic, Jardine, & Li, 2018). A study done by Kelchen (2015), established that lower level managers were not improving skills by the newly established opportunities to implement change neither they were not achieving much through the new leadership coaching. Kuada (2012), carried out a study about the challenges faced by the companies in the process of implementing strategies and found out that senior executives were over enthusiastic in the planning phase and that leadership, training, directions and instructions that were given to the subordinate staff were inadequate for the effective implementation of strategy to be carried out.

2.4.7 Effective Communication

Misunderstanding of what is important for the strategy to be offered may lead to failure of a successful resource allocation (Liu, Wang, & Wilkinson, 2016). Communication is very important as resource allocation comprises of many people working together for seemingly unrelated processes but having the same goals. Resource allocation is generally seen as a function of processes and structures but the reality is that it is as much a function of voluntary contribution and spirit of the people in an organization or a company (Mathews, 2010). It is this feature of resource allocation that differentiates two companies having the same strategy. Leaders should put emphasis on the importance of the resource allocation throughout the implementation phase and follow up via rigorous appraisals, so that the managers can acknowledge that they are contributing to an important activity (Mayo, 2014).

2.4.8 Organization Culture

Organizational culture is the way in which people who are part of the organization behavior and the meanings which people attach to their actions (Minbaeva, 2018). Culture comprises of the values of the organization, visions, rules, language, systems, symbols, views and
habits (Mirza, Pourzolfaghar, & Shahnazari, 2013). Poor implementation of beliefs and values system, contradicting strategy principles and incapability to overcome resistance to change leads to poor resource allocation (Kennedy-Clark, 2015). Organizational culture is a very important factor which defines how fast people can adapt to the established demands of resource allocation. People’s commitment is only assured through effective communication strategy and involvement of individual roles (Koehler, 2018).

Organizational culture of trust and empowerment are bare necessities for effective resource allocation through informed and quick decision making. Most organizations fail to appreciate the importance of a healthy organization culture in resource allocation. Hallmann, Downward, and Dickson (2018) did a research about the effects of organizational culture on resource allocation and established that there was a need for supportive healthy organizational culture to ensure successful resource allocation. Hipple (2012), argued that difficulty in resource allocation and lack of organizational culture is a major contributing factor to poor resource allocation and therefore should be addressed effectively.

2.5 Chapter Summary

This chapter has discussed literature review on strategies of resource allocation, challenges facing resource allocation and measures that can be used to improve resource allocation. Chapter three discusses in detail the research methodology to be applied in the study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Research methodology to be used in the study was discussed in this chapter. This chapter comprises of the research design, population and sampling design, data collection methods, research procedures and data analysis methods which was applied in the study. This chapter ended with a summary.

3.2 Research Design

Research design is a strategy selected to incorporate the different components of the study in a coherent and logical way, ensuring effective address of the research problem (Frampton & Ingersoll, 2000). The study used descriptive research design. Descriptive research design method was chosen because it allows the researcher to get the findings to a larger population with higher level of accuracy. Descriptive research design was used to explain in detail about resource allocation in Laikipia County. Descriptive studies are more formal and typically structured with inspective questions (Cooper & Schindler, 2004).

Sekaran and Bougie (2009) argued that descriptive studies are used to collect information that describes characteristics of a population, event or situation. In this study descriptive research design was chosen to assist to know about the required characteristics of the population, to establish well the aspects of the study, draw conclusions and make recommendations based on the findings and results of the study. The study was directed by three variables which included strategies used in resource allocation in County governments, challenges facing resource allocation in county governments and measures that can be used to improve resource allocation in county governments.

3.3 Population and Sampling Design

3.3.1 Population

Murthy and Bhojanna (2009) defined population as the entire group of individuals or objects in which the researcher is interested in to generalize his conclusions. Target population consists of all members of hypothetical set of people, events from which a researcher wishes to generalize the results of their research (Kuada, 2012). The target
population of the study was employees from the selected departments of Laikipia County
government.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame
Kothari (2004) defined sampling frame as a set of source materials from which the sample
is selected. The definition includes the purpose of sampling frames, which is to provide a
means for choosing the specific members of the target population to be interviewed in the
survey (Burns & Burns, 2008). The sampling frame of this survey was employees in
Laikipia County.

3.3.2.2 Sampling Technique
There are several types of sampling techniques and they are based on convenience,
judgment, simple random sampling, stratified sampling and cluster sampling. In this study,
stratified sampling was applied. Stratified sampling provides equal chance for each
category to be chosen and also ensures good representation of the population sample.
Stratified sampling comprised of data collection from selected employees in Laikipia
County.

3.3.2.3 Sample Size
Mathews (2010), defined sample as a subset of a population that has been chosen to
represent characteristics of a population. There are 150 employees in the resource allocation
department as provided by the county government of Laikipia. The sample size was
determined by sample size formula. The sample size consisted of 60 respondents.

Sample size formula n= N/ (1+N (e) ^2, where

N=the population

n=sample size

e=margin of error, in this case 10%

n=150/ (1+ (150*0.1^2)) =150/2.5

=60

24
3.4 Data Collection Method

There are two types of data which are primary and secondary data (Phillips & Stawarski, 2008). Primary data is the original data and secondary data is the information obtained from articles, published works and casual interviews. This study made use of primary data. The data was collected by use of 5-point type Likert. The questionnaires were self-administered to staff employed in Laikipia County. The researcher dropped and pick the questionnaires after been filled. Pilot study was carried out before the actual data collection. This ensured that the questionnaire was corrected for any ambiguities, any omissions in the questions, sequence and design and also observe how the questionnaire performs under the actual study (Sapsford & Jupp, 2006).

3.5 Research Procedures

The researcher got authority letter to collect data from University and the County government of Liakipia. A pilot study was conducted by use of a sample of fifteen respondents by selecting randomly from sampling frame. Outcomes from the pilot were used to correct and clear any ambiguities in the questionnaire before the main data collection. Questionnaires were self-administered to the selected employees in Laikipia County and the research was available for any clarifications. The questionnaire was divided into four sections which included; introduction and the three specific objectives. The research assured the respondents that the study was only used for academic purposes and confidentiality was highly observed.

3.6 Data Analysis Methods

Martinez, Saar, Gonzales and Pons-Borderia (2009) defined data analysis as the practice by which raw data is ordered and organized to ensure useful results and conclusions are drawn from it. Descriptive statistics such as mean and frequencies was used in the data analysis. Data was collected by use of questionnaires, prepared ready for analysis by editing, handling blank responses, coding, categorizing and keying into statistical package for social sciences (SPSS) computer software. SPSS was used to produce frequencies, descriptive and inferential statistics which was applied to come up with conclusions and generalizations about the population. Descriptive statistics to be used in the study was frequencies and percentages.
3.7 Chapter Summary

Research methodology to be used in the study has been described in this chapter. Descriptive research design was used in the study. The chapter has described in details the research design, population and sampling design, data collection methods, research procedures and data analysis methods.
4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter covers results and findings based on data collected from the field. It has discussed results on general information; gender, age, educational background, position in the county government and years worked in the county government. The study has also discussed results on specific objectives.

4.1.1 Response Rate
The study distributed 60 questionnaires and a total of 55 were filled and returned giving a response rate of 92%. This shows that the response rate was good enough for the study to be conducted. Results are shown in Table 4.1.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>55</td>
<td>92</td>
</tr>
<tr>
<td>Non-response</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 General Information

4.2.1 Gender
To examine gender of the respondent’s majority of the respondents were male accounting for 54% while, female had 46%. This shows that Laikipia County has a lot of male employees as compared to female. This implies that male employees are more flexible in working in such conditions.
4.2.2 Age

To examine age of the respondent’s findings revealed that 19 of respondents were over 51 years representing for 35% of the population, 13 respondents were between 31-40 years representing for 24% of the population, 10 of respondents were between 41-50 years representing 18% of the population, 9 respondents were between 21-30 representing 16% of the population, 4% never responded representing 7% of the population. As shown in Figure 4.2. This shows that Laikipia country government has a lot of employees who are about to retire hence, making way for young employees.
Figure 4.2: Age

4.2.3 Education

To examine education background of respondent’s it was indicated that 40% of respondents have a bachelor degree, 24% diploma, 16% master’s degree, 13% collage certificate and 7% never responded. As shown in Figure 4.3. This shows that the organization has educated employees who are able to make rational decision and use their resources effectively.

Figure 4.3: Educational Background
4.2.4 Position in the Government

To determine respondent’s position in the government, it was established that 41 respondents are working in other department in the organization representing 74% of the population and 14 respondents are working in head of departments this represents 26% of the population. As shown in Table 4.2.

Table 4.2: Position in the Government

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of departments</td>
<td>14</td>
<td>26</td>
</tr>
<tr>
<td>Others</td>
<td>41</td>
<td>74</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2.5 Years Worked in the County Government

To investigate years respondents have worked in the county government findings showed that 20 respondents have worked in the organization for 5-10 years representing 36% of the population, 18 respondents have worked in the organization for less than 5 years representing 33% of the population, 12 respondents have worked in the organization for 11-15 years representing 22% of the population and 5 of the respondents have been in the organization for over 15 years representing 9% of the population. As shown in Figure 4.4.

Figure 4.4: Years Worked in the County Government
4.3 Strategies Used in Resource Allocation

The study sought to establish strategies used in resource allocation in county governments. The study used a five point Likert scale where (1) Strongly Disagree (2) Disagrees, (3) Neutral, (4) Agree, and Strongly Agree (5).

4.3.1 Descriptive Statistics of Resource Allocation

To establish strategies used in resource allocation in county governments findings revealed that resource allocation problem affects decision making had a mean of 4.31 and standard deviation of 0.690. Resource allocation is done based on the set objectives had a mean of 4.25 and standard deviation of 0.615. Fair policy provides competitive in the County Government had a mean of 4.24 and standard deviation of 0.902. Policy makers require a technique for prioritizing the uncertainties which face the society had a mean of 4.00 and standard deviation of 0.609. In priority based approach requests are based on the profits they can generate had a mean of 3.98 and standard deviation of 0.871. There is regular revision for strategic objective in regular budgetary cycles had a mean of 3.98 and standard deviation of 0.623. Priority Based approach provides clarity in the county government had a mean 3.96 and standard deviation of 1.053. Priority based approach allows for stakeholder consultation of allocation recommendations had a mean of 3.95 and standard deviation of 0.803. Workforce is aligned to each strategic objective in the county had a mean of 3.82 and standard deviation of 0580. Priority based approach helps to ensure a transparent priority setting process had a mean of 3.64 and standard deviation of 0.778. As shown in Figure 4.5.
Resource allocation is done based on set objectives

Policy makers require a technique for prioritizing the uncertainties which face the society

In priority based approach requests are based on the profits they can generate

Priority Based approach provides clarity in the county government

Priority based approach allows for stakeholder consultation of allocation recommendations

Priority based approach helps to ensure a transparent priority setting process

Fair efficiency policy provides competitive efficiency in the County Government

Workforce is aligned to each strategic objective

There is regular revision for strategic objective in regular budgetary cycles

Resource allocation problem affects decision making

Figure 4.5: Descriptive Statistics of Resource Allocation
4.3.2 Statistics of Resource Allocation

The objective was used to analyze strategies used in resource allocation it was revealed that 63% of respondents agreed that policy makers require a technique for prioritizing the uncertainties which face the society and 26% could not reach an agreement. It was also revealed that 62% agreed that priority based approach requests are based on the profits the company can generate and 18% strongly agreed and 44% strongly agreed that priority based approach provides clarity in the county government and 29% could not reach an agreement.

Priority based approach allows for stakeholder consultation of allocation 64% agreed and 20% strongly agreed. 55% of respondents could not reach an agreement on whether priority based approach helps to ensure a transparent priority and 27% agree, 47% strongly agreed that fair efficiency policy provides competitive efficiency in the county government and 37% agreed.

The study also established that, 64% agreed that workforce is aligned to each strategic objective in the county and 27% could not reach an agreement, 62% agreed that there is regular revision for strategic objective in regular budgetary cycles and 20% could not reach an agreement representing, 44% agreed that resource allocation problem affects decision making and 44% strongly agreed, 56% agreed that resource allocation is done based on the set objectives and 35% strongly agreed. As shown in Figure 4.6.
Resource allocation is done based on set objectives

There is regular revision for strategic objective in regular budgetary cycles

Resource allocation problem affects decision making

Workforce is aligned to each strategic objective

Priority based approach helps to ensure a transparent priority setting process

Fair efficiency policy provides competitive efficiency in the County Government

Priority based approach allows for stakeholder consultation of allocation recommendations

Priority Based approach provides clarity in the county government

In priority based approach requests are based on the profits they can generate

Policy makers require a technique for prioritizing the uncertainties which face the society

Figure 4.6: Statistics of Resource Allocation
4.3.3 Other strategies used in Resource Allocation

In terms of the other methods used in resource allocation by the county governments, the respondents highlighted that the risk based strategy is used as it allows agencies to determine the best way to allocate the limited resources they control to service and secure a broad range of risk exposures. The respondents supported their argument by noting that proper implementation of risk based strategy has the benefit of securing the delivery of essential and fundamental services that allow citizens to live in safe and predictable conditions and form the foundation of which other targets can be pursued. Respondents also argued that the county governments also use Direct Democracy strategy to allocate resources whereby public participation is involved in the governance structure.

4.4 Challenges Facing Resource Allocation

The study sought to establish challenges facing resource allocation in county governments. The study used a five point Likert scale where (1) Strongly Disagree (2) Disagrees, (3) Neutral, (4) Agree, and Strongly Agree (5).

4.4.1 Descriptive Statistics of Challenges Facing Resource Allocation

To determine challenges facing resource allocation in Laikipia County the study established that feasibility study improves decision making in the county government had a mean of 4.29 and standard deviation of 0.737. Financial feasibility determines profitability of the project had a mean of 4.22 and standard deviation of 0.686. Employees are involved in budget preparation had a mean of 4.18 and standard deviation of 1.002. Feasibility study is done before investments projects cash flows had a mean of 4.15 and standard deviation of 0.650. Ineffective feasibility study affects resource allocation had a mean of 4.09 and standard deviation of 0.845. There is a relationship between budget planning and resource allocation had a mean of 3.96 and standard deviation of 0.902. County allocates enough time for resource allocation had a mean of 3.95 and standard deviation of 0.731. Risk assessment in the county government is adequate had a mean of 3.93 and standard deviation of 1.120. Inadequate resources affect budget implementation had a mean of 3.89 and standard deviation of 0.896. Resources are allocated according to the historical data in the county had a mean of 3.78 and standard deviation of 0.686. There are adequate resources in the county government for resource allocation had a mean of 3.58 and standard deviation of 0.854. As shown in Figure 4.7.
Figure 4.7: Descriptive Statistics of Challenges Facing Resource Allocation
4.4.2 Challenges Facing Resource Allocation

To analyze the second objectives findings revealed that 53% agreed that risk assessment in the county government is adequate and 27% strongly agreed, 44% strongly agreed that inadequate resources affect budget implementation and 27% could not reach an agreement, 62% agreed that there is a relationship between budget planning and resource allocation and 20% strongly agreed. Finding showed that one of the challenge that the county is experiencing in use of inadequate resource during budget implementation. Therefore, the county should ensure that they use adequate resources during budget implementation through this, they will be able to implement allocate and use resources effectively.

There are adequate resources in the county government for resource allocation 54% could not reach an agreement and 26% agreed, 47% strongly agreed that employees are involved in budget preparation and 35% agreed, 63% agreed that resources are allocated according to the historical data in the county and 26% could not reach an agreement. It is indicated that there is uncertainty whether there is adequate resources in the county government for resource allocation. Therefore, the county government should ensure that they have adequate resources that they can use to implement required strategies in the county.

The study also revealed that 62% agreed that county allocates enough time for resource allocation and 18% strongly agreed, 44% strongly agreed that feasibility study improves decision making in the county government and 44% agreed, 54% agreed that financial feasibility determines profitability of the project and 35% strongly agreed, 62% agreed that feasibility study before investments projects cash flows and 27% strongly agreed, 38% strongly agreed that ineffective feasibility study affects resource allocation and 34% agreed. As shown in Figure 4.8.
Ineffective feasibility study affects resource allocation.

Feasibility study before investments projects cash flows.

Risk assessment in the county government is adequate.

There is a relationship between budget planning and resource allocation.

There are adequate resources in the county government for resource allocation.

Employees are involved in budget preparation.

Resources are allocated according to the historical data in the county.

County allocates enough time for resource allocation.

Feasibility study improves decision making in the county government.

Financial feasibility determines profitability of the project.

Inadequate resources affect budget implementation.

<table>
<thead>
<tr>
<th>Unweighted Challenges</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
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<tbody>
<tr>
<td>Risk assessment in the county government is adequate</td>
<td>11%</td>
<td>9%</td>
<td>27%</td>
<td>53%</td>
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<tr>
<td>Inadequate resources affect budget implementation</td>
<td>2%</td>
<td>9%</td>
<td>18%</td>
<td>27%</td>
<td>44%</td>
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<tr>
<td>There is a relationship between budget planning and resource allocation</td>
<td>2%</td>
<td>7%</td>
<td>20%</td>
<td>62%</td>
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<tr>
<td>There are adequate resources in the county government for resource allocation</td>
<td>2%</td>
<td>7%</td>
<td>26%</td>
<td>54%</td>
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<tr>
<td>Employees are involved in budget preparation</td>
<td>2%</td>
<td>9%</td>
<td>35%</td>
<td>47%</td>
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<tr>
<td>Resources are allocated according to the historical data in the county</td>
<td>2%</td>
<td>9%</td>
<td>26%</td>
<td>63%</td>
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<tr>
<td>County allocates enough time for resource allocation</td>
<td>2%</td>
<td>9%</td>
<td>18%</td>
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<td>Feasibility study improves decision making in the county government</td>
<td>2%</td>
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<td>44%</td>
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<tr>
<td>Financial feasibility determines profitability of the project</td>
<td>2%</td>
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<td>54%</td>
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<tr>
<td>Feasibility study before investments projects cash flows</td>
<td>2%</td>
<td>9%</td>
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<tr>
<td>Ineffective feasibility study affects resource allocation</td>
<td>2%</td>
<td>26%</td>
<td>34%</td>
<td>38%</td>
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</table>

Figure 4.8: Challenges Facing Resource Allocation
4.4.3 Other Challenges Facing Resource allocation in County Governments

In terms of other challenges facing resource allocation in the county governments, the respondents identified that Corruption and embezzlement of funds by county officials starting from the county heads is a major challenge. Millions of tax payers’ money in most counties is unaccounted for having been embezzled. Another challenge which was identified was that the county governments are spending money on unnecessary recurrent expenditures, where a lot of money is spent on allowances and purchasing vehicles for county heads and subsequent fueling.

4.5 Resource Allocation

The study sought to establish measures which can be used to improve resource allocation in county governments. The study used a five point Likert scale where (1) Strongly Disagree (2) Disagree, (3) Neutral, (4) Agree, and Strongly Agree (5).

4.5.1 Descriptive Statistics of Measures Used to Improve Resource Allocation

To determine the measures which can be used to improve resource allocation in Laikipia County findings revealed that engagement of risk assessment team improves resource allocation had a mean of 4.31 and standard deviation of 0.690. Public incorporation enhances resource allocation had a mean of 4.24 and standard deviation of 0.637. Effective communication enables proper allocation of resources had a mean of 4.20 and standard deviation of 0.951. Proper monitoring of resources reduces costs had a mean of 4.16 and standard deviation of 0.601. Resource monitoring provides necessary information for resource allocation had a mean of 4.11 and standard deviation of 0.809. Poorly defined project scope leads to mismanagement of resources had a mean of 4.05 and standard deviation of 0.731. Strong organizational culture improves resource allocation in the county government had a mean of 4.05 and standard deviation of 0.731. Avoiding over-estimation can improve resource allocation had a mean of 3.98 and standard deviation of 0.652. Adequate resources can improve resource allocation in County Government had a mean of 3.96 and standard deviation of 0.666. Adequate time allocation improves resource allocation had a mean of 3.91 and standard deviation of 0.845. Proper understanding of the project improves resource allocation had a mean of 3.91 and standard deviation of 1.041. Improved leadership enables effective resource allocation had a mean of 3.80 and standard deviation of 0.621 as shown in Figure 4.9.
Avoiding over-estimation can improve resource allocation

Adequate resource allocation time improves resource allocation

Proper understanding of the project improves resource allocation

Adequate resources can improve resource allocation in County Government

Improved leadership enables effective resource allocation

Engagement of risk assessment team improves resource allocation

Public incorporation enhances resource allocation

Proper monitoring of resources reduces costs

Resource monitoring provides necessary information for resource allocation

Poorly defined project scope leads to mismanagement of resources

Strong organizational culture improves resource allocation in the county government

Effective communication enables proper allocation of resources

Improved leadership enables effective resource allocation

Proper understanding of the project improves resource allocation

Adequate resource allocation time improves resource allocation

Avoiding over-estimation can improve resource allocation

Figure 4.9: Measures Used to Improve Resource Allocation
4.5.2 Measures Used to Improve Resource Allocation

To determine measures used to improve resource allocation it was established that 53% agreed that strong organizational culture improves resource allocation in the county government and 18% did not reach an agreement, 47% strongly agreed that effective communication enables proper allocation of resources and 35% agreed, 63% agreed that improved leadership enables effective resource allocation and 26% could not reach an agreement, 62% agreed that adequate resources can improve resource allocation in county government and 18% strongly agreed,

The study also revealed that 44% strongly agreed that engagement of risk assessment team improves resource allocation and 44% agreed, 55% agreed that public incorporation enhances resource allocation and 34% strongly agreed, 62% agreed that proper monitoring of resources reduces costs and 27% strongly agreed and 38% strongly agreed that resource monitoring provides necessary information for resource allocation and 35% agreed, The Findings also showed that 53% agreed that poorly defined project scope leads to mismanagement of resources and 27% strongly agreed, 39% strongly agreed that proper understanding of the project improves resource allocation and 25% agreed, 34% agreed that adequate resource allocation time improves resource allocation and 34% could not reach, 64% agreed that avoiding over-estimation can improve resource allocation and 18% strongly agreed. As shown in Figure 4.10.
Figure 4.10: Measures Used to Improve Resource Allocation
4.5.3 Other Measures Which Can Be Used To Improve Resource Allocation

In terms of other measures which can improve resource allocation in county governments, the respondents highlighted that the national government can take into consideration variation in need across geographic and economic regions. Respondents also noted that the county governments should improve collaborative planning to align budget requests with allocations, develop subnational capacity to plan and manage resources, and strengthen the legal and Institutional framework for decentralized resource allocation and to improve data collection at the subnational levels to ensure effective implementation of resource allocation formulas.

4.6 Chapter Summary

This chapter has discussed results and findings. It has discussed results on general information, resource allocation, challenges facing resource allocation, and approached of enhancing efficient resource allocation. Chapter five covers discussion, conclusion and recommendation of the study.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter has started by discussing summary. Additionally, findings are discussed in relation to research objectives. Literature review was also used to support our findings. It has also covered conclusion, recommendation and areas that should be considered for future studies.

5.2 Summary of the Study

The purpose of the study was to determine resource allocation in county governments: A case of Laikipia County. The study was guided by three research objectives; to establish resource allocation in Laikipia County, to establish challenges facing resource allocation in Laikipia County and to determine the measures which can be used to improve resource allocation in Laikipia County.

The study used descriptive survey design to collect data from the target population. Target population was employees from the selected departments of Laikipia County government. Stratified sampling was applied. The sample size consisted of 60 respondents. Questionnaires were used to collect primary data. SPSS was used to produce frequencies, descriptive and inferential statistics which was applied to come up with conclusions and generalizations about the population. Descriptive statistics used in the study was frequencies and percentages.

The first objective was to establish the strategies used in resource allocation in county governments. It was indicated that majority of respondents agreed that resource allocation problem affects decision making, resource allocation is done based on the set objectives, fair policy provides competitive in the County Government and policy makers require a technique for prioritizing the uncertainties which face the society. Respondents also agreed that in priority based approach requests are based on the profits they can generate, there is regular revision for strategic objective in regular budgetary cycles, priority based approach provides clarity in the county government, priority based approach allows for stakeholder consultation of allocation recommendations, workforce is aligned to each strategic
objective in the county and priority based approach helps to ensure a transparent priority setting process.

The second objective was to establish challenges facing resource allocation in Laikipia County. Findings revealed that majority of respondents agreed that feasibility study improves decision making in the county government, financial feasibility determines profitability of the project, employees are involved in budget preparation, feasibility study is done before investments projects cash flows, ineffective feasibility study affects resource allocation, there is a relationship between budget planning and resource allocation, county allocates enough time for resource allocation, risk assessment in the county government is adequate, inadequate resources affect budget implementation, resources are allocated according to the historical data in the county and there are adequate resources in the county government for resource allocation.

The third objective was to determine the measures which can be used to improve resource allocation in Laikipia County. It was established that majority of respondents agreed that engagement of risk assessment team improves resource allocation, public incorporation enhances resource, effective communication enables proper allocation of resources, proper monitoring of resources reduces costs, resource monitoring provides necessary information for resource allocation, poorly defined project scope leads to mismanagement of resources, strong organizational culture improves resource allocation in the county government, avoiding over-estimation can improve resource allocation, adequate resources can improve resource allocation in County Government, adequate time allocation improves resource allocation, proper understanding of the project improves resource allocation and improved leadership enables effective resource allocation.

5.3 Discussion

5.3.1 Strategies Used in Resource Allocation in County Governments

The findings revealed that resource allocation is done based on the set objectives. This is similar to Brendon and Ali (2018) who stated that organizations usually manage their resources by trying to minimize costs, improving cost performance and attaining the organizations` goals and objectives. Objective function is the utilization of resources which are chosen based on the time, number of goals and objectives of the organizations` accomplished (Jensen, 2010). Resource allocation is a central management activity that allows for strategy execution (Beloglazov, Abawajy, &Buyya, 2012). The real value of any
resource-allocation program lies in the resulting accomplishment of an organization's objectives.

It was also established that there is regular revision for strategic objective in regular budgetary cycles. This is in line with Brendon and Ali (2018) who noted that resources needed for strategic objectives can be revised during subsequent budgeting cycles to take into account the fluctuating circumstances and the emerging necessities. This ensures that the organization remains attentive to the necessary needs. In addition, efficient and effective use of resources is ensures’ that there is a right balance of strategic objectives of the organization (Currie, Musango, & May, 2017).

Aykan (2017) asserted that the initial step in this allocation strategy should be viewed as a strategic, policy driven and organizational signal conforming to the programmatic perspective. This enables the organization to have a good guide towards the development of strategic goals with a more detailed costing of the anticipated results together with the cross-checking of the outcomes which are based on the estimated budget (Koehler, 2018).

It was established that workforce is aligned to each strategic objective in the county. A study done by Mayo (2014) about the align of workforce to strategic objectives established that there was a need to align the appropriate workforce to each strategic objective and failure to do so led to competitive disadvantage as others succeeded faster in this industry-wide shift. The study also established that the strategies which did not require full commitment included new organizational values, customer offerings, customer service, reorganization, amalgamation of facilities, alliances and partnerships and approaches to marketing.

Findings showed that resource allocation problem affects decision making. According to Bouillard (2015) results-based approach, what to be done is first decided, followed by cost implications and the resources required to attain the set upon objectives. This process is almost the same as the needs-based approach, as the objectives and related resources aim to address areas of ultimate need. Determination of resources required to meet strategic objectives is a very difficult process. Actual task implementation time and pre-emptible scheduling is acknowledged in the resource allocation (Hair, 2015). This is used to overcome the challenge of resource allocation and improves resource utilization by making use of different modes of work capacities.
It was revealed that fair policy provides competitive in the County Government. Singhal and Beck (2015) stated that there are three types of policies and they include fairness policy, a greedy efficiency policy, and a fair efficiency policy. A study was carried out in china about policies in resource allocation and it was revealed that the fair efficiency policy provided competitive efficiency, with a balanced level of fairness and user satisfaction, compared to the other two resource allocation policies (Hwang et al., 2016).

Findings showed that policy makers require a technique for prioritizing the uncertainties which face the society. Kennedy, Rae, Sheridan and Valadkhani (2017). postulated that due to the scarce resources available to the national and local governments, policy makers and decision makers require a technique for prioritizing the uncertainties or risks which face the society and choose the best mitigation strategy. It very critical for the decision makers to understand the issues which can influence resource allocation process whereby priority should be provided with a particular mitigation strategy.

The study revealed that priority based approach provides clarity in the county government and priority based approach helps to ensure a transparent priority setting process. A study carried out by Mitton, Dionne and Donaldson (2014) about cost effectiveness and resource allocation found out that priority based approach helped to ensure a transparent priority setting process, which allowed for stakeholder consultation of allocation recommendations, enabled public input to be incorporated and was driven jointly by local opinion and available evidence.

5.3.2 Challenges Facing Resource Allocation

It was established that feasibility study is done before investments projects cash flows. This is similar Torry (2016) who stated that before investment, the feasibility of the project has to be done that gives figures of cash flow on the following years (Torry, 2016). This can be one of the considerations for making a decision whether this project is feasible or not. Risks that overshadow the project have to be calculated as an influential factor towards the failure of a project. A study done to establish the feasibility of project investment by calculating the risk factors and treatment found out that the parameter investment value increased when treatment was done on risk (Firmansyah, Veronika & Trigunarsyah, 2006).
Findings indicated that that feasibility study improves decision making in the county government and financial feasibility determines profitability of the project. Spain (2012) indicated that feasibility study is used to determine the viability of an idea, such as ensuring a project is legally and technically feasible as well as economically justifiable (Spain, 2012). It tells us the organization whether a project is worth the investment in some cases or it is not doable. There can be many reasons for this, including requiring too many resources, which not only prevents those resources from performing other tasks but also may cost more than an organization would earn back by taking on a project that isn’t profitable (Koehler, 2018).

A financial feasibility analysis determines the financial viability and profitability of a project. A research carried out to establish the effects of investment feasibility analysis found out that even though changes in the economy increased risk or lowered returns, the investment market continued to devise innovative and attractive investment strategies and the determined investor kept on searching for profitable projects (Oprea, 2010).

It was revealed that resources are allocated according to the historical data in the county. A study done by Kitere (2017) about the challenges facing budget preparation in Kenyan public universities found out that budgets were prepared according to the historical data which lead to the mismanagement of funds. Another challenge of resource allocation is on the time and resources allocated for preparation. In many organizations, the budgets are prepared on the basis of historical data rather than the expected future performance. This tends to paint a wrong picture of the future but focuses on the company’s past trends.

Findings showed that employees are involved in budget preparation. According to a study done by Mwasi (2017) relied on expectancy theory to examine the relationship of budget participation to motivation and performance and found out that there was a positive association between budget participation and motivation. In contrast, Rausch and Wall (2015) did a study about the intervening role of motivation using an expectancy theory and found out that motivational importance of budget participation on performance was due to inadequate theoretical framework adopted by the study.

Findings revealed that inadequate resources affect budget implementation. According to A study done in Nigeria about optimal allocation of project management resources for achieving success established that due to inadequate resources, reducing team turnover had more significant impact on improving budget performance than it does in achieving better
schedule or overall project performance (Jaselskis & Ashley, 2011). Hardeland et al. (2016), capacity is the resources available to get the job done or deliver a project on time and within budget. Often organizations don’t have any idea to measure their capacity and hence they are unable to plan their resources. Organizations fail to achieve the desired results or meet the goals due to inadequate resources available.

5.3.3 Measures Which Can Be Used to Improve Resource Allocation

The study revealed that avoiding over-estimation can improve resource allocation. According to Aykan (2017) over-allocation, is something that can only be fully solved at the organizational level by establishing clear project priorities and a clear process for mediating the inevitable conflict in priorities. Koehler (2018) argued that the only way to really solve the problem of over-estimation by eliminating unnecessary conflicts in the initial planning stages through prioritization and project timing and by establishing the discipline to make conscious decisions about which projects slip and which stay on track.

It was established that poorly defined project scope leads to mismanagement of resources. An incomplete scope definition in early stages of a project’s life cycle is a common source of difficulty in project development process (Mohammed & Aibinu, 2012). Development of a project can affect positively or negatively a variety of interests. Many projects start with good ideas, huge investments and great efforts. However, most of them do not achieve much success. A major contribution to unsuccessful projects is the lack of understanding or defining project and product scope at the start of the project (Mirza, Pourzolfaghari, & Shahnazari, 2013). A study done in Nigeria about significance of scope in project success established that the scope should be properly defined and controlled and what can be the major factors behind mismanagement of scope and how it can be overcome (Davis, 2014).

Findings showed that proper monitoring of resources reduces costs and resource monitoring provides necessary information for resource allocation. Jigeesh and Bhat (2016) noted that monitoring of a project covers different issues related to costs, resources, problems and progress. All these issues are dependent on many other sub issues and any changes in any of them influence the whole project monitoring system. Resource monitoring is one of the important activities in the management of a project and its main objective is to supply the necessary information for proper control of the project (Jigeesh & Bhat, 2016).
It was revealed that adequate resources can improve resource allocation in County Government. Currie, Musango and May (2017) postulated that most organizations have at least four types of resources that they used to achieve goals and objectives of an organization and they include; financial, physical, and human and production resources. Resource allocation is a major management activity that permits for strategy execution. Strategic management permits resources to be allocated in accordance to priorities established by yearly objectives (Davis, 2014).

The study established that improved leadership enables effective resource allocation. According to Jiang, Banjevic, Jardine and Li (2018), the organizations’ management should be involved and focus in the implementation process to ensure for successful strategy implementation. A study done by Kelchen (2015), established that lower level managers were not improving skills by the newly established opportunities to implement change neither they were not achieving much through the new leadership coaching. Kuada (2012), carried out a study about the challenges faced by the companies in the process of implementing strategies and found out that senior executives were over enthusiastic in the planning phase and that leadership, training, directions and instructions that were given to the subordinate staff were inadequate for the effective implementation of strategy to be carried out.

It was indicated that strong organizational culture improves resource allocation in the county government. Hallmann, Downward, and Dickson (2018) did a research about the effects of organizational culture on resource allocation and established that there was a need for supportive healthy organizational culture to ensure successful resource allocation. Hipple (2012) argued that difficulty in resource allocation and lack of organizational culture is a major contributing factor to poor resource allocation and therefore should be addressed effectively.

5.4 Conclusion

5.4.1 Strategies Used in Resource Allocation in County Governments

During decision making and budget allocation, Laikipia county government put into consideration resources that they have and can use. The county also allocates resources based on their goals and objectives and ensures that employee’s responsibilities are in-line with their objectives. The use of fair policy and transparency has helped that county to become competitive.
5.4.2 Challenges Facing Resource Allocation

The use of feasibility study has enabled that county government made effective decisions, allocate resources, ensure that investment projects cash flows and determine profitability of a project. Employees usually participate during budget preparation and enough time is allocated to ensure that the project is implemented successfully and resources are used effectively and budget planning and resource allocation.

5.4.3 Measures Used to Improve Resource Allocation

The use of risk assessment team, public incorporation and use of communication strategy has influenced resource allocation in the county. Monitoring strategies have also been developed to reduce cost and provide required information regarding resource allocation. The county government has also developed proper scope to avoid mismanagement of resources. A strong organizational culture has also helped the organization increase resource allocation.

5.5 Recommendation

5.5.1 Recommendation for Improvement

5.5.1.1 Strategies Used in Resource Allocation in County Governments

The study recommends that Laikipia county government should continue to develop an effective priority based approach. Through this they will increase benefits of the service they provide, understand, issues which can influence resource allocation process, develop a strategy and technique they can use to prioritize uncertainties or risks which face the county and choose the best mitigation strategy and increase transparency hence, attract investors in the county.

5.5.1.2 Challenges Facing Resource Allocation

The county government should develop and effective risk assessment strategy. Through this, they will be able to identify threats and risk factors that can cause harm, analyze and evaluate the risk related with that hazard and develop strategies to deal with threats, hence, increase profit. The county government should also ensure that they have adequate resources such as; human and material resources to be able to implement their projects.
5.5.1.3 Measures Used to Improve Resource Allocation

The county government can deal with over-estimation by eliminating unnecessary conflicts in the initial planning stages by prioritizing, allocating enough time and make conscious decisions about which projects are lagging behind and which ones are on track. They also ensure that they have adequate resources, understand the project and have leaders and employees who are ready to implement the project.

5.5.2 Recommendation for Future Studies

The study was only done in one organization a comparative study should be done to determine effects of resource allocation in other counties and companies. In addition, a correlation and regression analysis should also be done to identify the relationship between variables.
REFERENCES


APPENDIX A: INTRODUCTION LETTER
JOHN KARIUKI
UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA
P.O BOX 14634-00800
NAIROBI

Dear Respondent,
I am a final year student at United States International University pursuing Masters of Organizational Development (MOD). Am carrying out a research on the Resource Allocation in County Governments: A case study of Laikipia County. The objectives of the study are to determine the strategies used in resource allocation, challenges facing resource allocation and the measures to improve resource allocation in County governments in Kenya.

The target population are the employees in the resource allocation department in Laikipia County. The data collected will be used for only academic purposes and confidentiality will be highly observed.

None of your private information will appear in the research. Thank you.

Yours faithfully,

John Kariuki
Researcher
APPENDIX B: QUESTIONNAIRE

Instructions

1. (Please fill in the questionnaire as diligently as you can. Tick in the appropriate box where the question requires you to do so, where the space is provided. Please fill in your answer)
   
2. All information will be treated as confidential and therefore be honest in giving your answers.

SECTION A: GENERAL INFORMATION

1. Please indicate your Gender
   
   Male □
   
   Female □
   
2. What is the respondent’s age?
   
   21-30 □
   
   31-40 □
   
   41-50 □
   
   Over 51 □
   
3. Educational Background.
   
   College Certificate □
   
   Diploma □
   
   Bachelor’s Degree □
   
   Master’s Degree □
   
   PhD □
   
4. Position in the County Government
   
   a) Head of department □
   
   b) Others □
   
5. Years worked in the County Government
   
   a. Less than 5 Years □
   
   b. 5-10 Years □
   
   c. 11-15 Years □
   
   d. Over 15 years □
SECTION B: Resource Allocation

To what extent do you agree with the following statements in regard to resource allocation in County Governments?

1–Strongly Disagree  2–Disagree  3–Neutral  4–Agree  5–Strongly Agree

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<tr>
<th>STATEMENTS</th>
<th>1</th>
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<tr>
<td>1. Resource allocation is done based on the set objectives</td>
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<td>2. Resource allocation problem affects decision making</td>
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<td>3. There is regular revision for strategic objective during budgetary cycles</td>
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<td>4. Workforce is aligned to each strategic objective in the county</td>
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<td>5. Fair policy provides competitive efficiency in the County Government</td>
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<td>6. Priority based approach helps to ensure a transparent priority setting process</td>
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<td>7. Priority based approach allows for stakeholder consultation of allocation recommendations</td>
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<td>8. Priority Based approach provides clarity in the county government</td>
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<td>9. In priority based approach requests are based on the profits they can generate</td>
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<td>10. Policy makers require a technique for prioritizing the uncertainties which face the society</td>
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11. Which other strategies are used in resource allocation by the County Government?

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SECTION C: Challenges Facing Resource Allocation

To what extent do you agree with the following statements in regard to finding out the challenges faced in resources allocation in County Governments?

1–Strongly Disagree   2–Disagree   3–Neutral   4–Agree   5–Strongly Agree

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<td>1. Ineffective feasibility study affects resource allocation</td>
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<td>2. Feasibility study is done before investments projects and cash flows</td>
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<td>3. Financial feasibility determines profitability of the project</td>
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<td>4. Feasibility study improves decision making in the county</td>
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<td>5. County allocates enough time for resource allocation</td>
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<td>6. Resources are allocated according to the historical data in the county</td>
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<td>7. Employees are involved in budget preparation</td>
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<td>8. There are adequate resources in the county government for resource allocation</td>
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<td>9. Inadequate resources affect budget implementation</td>
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<td>10. Risk assessment in the county government is adequate</td>
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<td>11. There is a relationship between budget planning and resource allocation</td>
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12. What are the other challenges facing resource allocation in the county government?

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SECTION D: Measures Used to Improve Resource Allocation

To what extent do you agree with the following statements in regard to the approaches put in place to enhance resource allocation and decision-making process in County Government?

1–Strongly Disagree  2–Disagree  3–Neutral  4–Agree  5–Strongly Agree

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<tr>
<th>STATEMENTS</th>
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<tbody>
<tr>
<td>1. Avoiding over-estimation can improve resource allocation</td>
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<td>2. Adequate time improves resource allocation</td>
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<td>3. Proper understanding of the project improves resource allocation</td>
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<td>4. Poorly defined project scope leads to mismanagement of resources</td>
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<td>5. Resource monitoring provides necessary information for resource allocation</td>
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<td>6. Proper monitoring of resources reduces costs</td>
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<td>7. Public incorporation enhances resource allocation</td>
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<td>8. Engagement of risk assessment team improves resource allocation</td>
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<td>9. Adequate resources can improve resource allocation in County Government</td>
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<td>10. Improved leadership enables effective resource allocation</td>
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</table>
11. Effective communication enables proper allocation of resources

12. Strong organizational culture improves resource allocation in the county government

13. **What are the other measures which can improve resource allocation in the county government?**

Thank You for Your Time
APPENDIX C: NACOSTI LETTER

THIS IS TO CERTIFY THAT:
MR. JOHN MWANGI KARIUKI
of UNITED STATES UNIVERSITY-AFRICA,
1160-10400 Nanyuki, has been
permitted to conduct research in
Laikipia County
on the topic: RESOURCE ALLOCATION IN
COUNTY GOVERNMENTS: A CASE OF
LAIKIPIA COUNTY
for the period ending:
20th June, 2020

Applicant's Signature

Director General
National Commission for Science, Technology & Innovation

Permit No: NACOSTI/P/19/50102/31534
Date Of Issue: 20th June, 2019
Fee Received: Ksh 1000
THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and Innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 0000, 0713 388787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke
Website: www.nacosti.go.ke

RESEARCH LICENSE

Serial No.A 25382

CONDITIONS: see back page
Ref: No. NACOSTI/P/19/50102/31534

John Mwangi Kariuki
United States International University
P.O. Box 14634- 00800
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “Resource allocation in County Governments: A case of Laikipia County.” I am pleased to inform you that you have been authorized to undertake research in Laikipia County for the period ending 20th June, 2020.

You are advised to report to the County Commissioner, and the County Director of Education, Laikipia County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

DR. MOSES RUGUTT, PhD, OGW
DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Laikipia County.

The County Director of Education
Laikipia County.