



RESOURCE ALLOCATION IN STRATEGY IMPLEMENTATION AND PERFORMANCE OF NAIROBI CITY COUNTY GOVERNMENT, KENYA

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Abstract: County governments in Kenya have formulated very good strategies, but their implementation is poor and hence service delivery is still not satisfactory. Challenges facing the implementation of strategies include inadequate financial and human resources. The objective of this study was to establish the effects of resource allocation in strategy implementation on the performance of Nairobi City Government. The study was anchored on resource based-view theory and balanced scorecard theory. The study used an explanatory research design. The units of observation were 161 staff working in 10 departments in Nairobi City Government. Slovin's Formula was used to estimate the sample size and stratified random sampling was used to select 114 participants from the entire population. The research used of both primary and secondary data. Secondary data was obtained from the annual reports (commission on revenue allocation annual report and county public service board annual report) of Nairobi City Government while semi-structured questionnaires were employed in the collection of primary data. Quantitative data was generated from the closed-ended questions while qualitative data from open-ended questions. Analysis of qualitative data was done through use of thematic analysis and presentation of results was in a narrative form. Analysis of quantitative data was done through use of both Inferential and descriptive statistics with the help of Statistical Package for Social Sciences (SPSS version 22). Descriptive statistics included frequency distribution, mean (a measure of dispersion), standard deviation (a measure of dispersion) and percentages. Inferential statistics included Pearson correlation analysis and regression analysis. The study found that resource allocation explains 27.5% of the performance of Nairobi City County Government. The study revealed that that resource allocation has a positive and significant influence on performance of the county governments ($p\text{-value} = 0.000$). From the findings, the study recommended that the county government should adopt proper mechanism which ensures timely allocation of resources. Further the county should ensure that its functions are backed with the necessary resources to support their implementation.

Key Words: Resource Allocation, Strategy Implementation, Performance

Introduction

Governments, all over the world, are responsible for ensuring political, economic and social development of their citizens. More specifically, governments provide infrastructure (water, electricity, roads, water, bridges and ports), health services and education facilities among others (Maina, 2014). Therefore, the success and performance of governments and public institutions are critical to achieving development agenda in the local communities across the world (Mwangi, 2018).

Public organizations are operating in an environment which is very dynamic and people are knowledgeable on their rights and obligations. The assessment of performance is very essential to the top management since they will be able to make and implement strategic plans and they will be able to

make necessary changes (Ng'ang'a, Waiganjo & Wanjiru, 2017). However, the performance of public organizations in terms of effectiveness has in the recent two decades become a point of concern. Failure or poor performance of these organizations, will lead to poor delivery of services in the public sector (Kariithi & Mbugua, 2018).

Studies conducted on strategy implementation show that show the resource allocation is an important factor in ensuring organizational performance. In Netherlands, Brinkschröder (2016) indicate that resource allocation in strategy implementation influences organizational performance. Dumisa (2014) indicates that resource allocation considerably and significantly affects successful strategy implementation in South Africa. In addition, Aguoru, Orsaah and Umogbai (2018) indicate that resource allocation influences on organizational performance of Telecommunication Companies in Nigeria. The Constitution of Kenya 2010 brought about devolution with the transfer of powers, functions, authority and resources to the grass root. Both internal and external stakeholders which include the government, employees, supplies, the tax payers and the whole community have a right to find out why the government has not met its obligations (Nebo, Ngozi & Rita, 2015).

Strategies are very essential in the functional wellbeing of any organization. However, any strategy, no matter how good it is, if not properly and successfully implemented it cannot benefit the company at all (Raza, 2014). The process of implementing a strategy might turn out to be very simple at first in such a way that the formulation and implementation processes are very simple. For County governments to perform efficiently and effectively there should be proper implementation of the formulated strategies. Achievement of set goals of any organization can only be through knowing the stakeholder's requirements, fulfilling & satisfying the requirements and capacity building in terms of skill (Omondi & Muturi, 2013). County Governments in Kenya came up as a result of the devolution. Effective revenue absorption, revenue mobilization, revenue transfer and project completion are the key factors used to measure performance in County Governments. Proper implementation of strategies in County Governments will involve appropriate resource allocation (Ochola, 2016).

Resource allocation is another aspect of strategy implementation which involves human resource allocation, financial resources allocation, physical and technological resources allocation (Endrejat, Baumgarten & Kauffeld, 2017). Human resource with the relevant knowledge and expertise, adequate financial to different departments, allocation of the physical resources like equipment, machinery, instruments and offices, and technological allocation which include relevant technology and systems will help in actualizing the formulated strategies. Information, communication and technology (ICT) is making access to information easy for organizations.

Statement of the problem

The implementation of strategies in County governments in Kenya including the County Integrated Development Plans (CIDPs) has been poor in the last five years. According to Mwenda (2015), the implementation of CIDPs is characterized by inadequate financial resources and resistance to change. The financial report of controller of budget for financial years 2013/2014 and 2015/2016 indicate that most of the counties relied on revenue allocated from the government and did very little in terms of revenue mobilization (Controller of Budget, 2019). Revenue has also been reallocated to other expenditures other than the ones approved. Projects are also left unfinished because the counties are not meeting the 30% development expenditure requirement. This leads to ineffectiveness in counties hence poor performance.

Transparency International Kenya (2016) on its report on Kenya County Governance Status indicated that majority of their respondents on their research rated service delivery as average or poor. There were limited financial resources and disbursement of funds from the government was delayed. Funds

embezzlement/corruption and poor implantation of projects was also reported. Mwenda (2015) found out that there are very many leakages in revenue collection in the County Governments. There was an inadequate finance to invest in modern technology and inadequate and unqualified personnel are a challenge. Momanyi, Senaji and Were (2018) in his research found out that inadequate financial and human resources affected performance of organizations.

Other researchers include Omollo, Ngacho and Yambo (2017) researched on impact of allocation of resources on organization performance of Sonny sugar company limited, Kenya; Lemarleni, Ochieng, Gakobo and Mwaura (2017) investigated on allocation of resources and implementation of strategies in Kenya police service in Nairobi County; and Ouma and Kilonzo (2014) researched on allocation of resources and performance of the procurement sector in Kenya. Very little has been revealed on the influence of resource allocation in strategy implementation on performance in County Governments. This study therefore sought to investigate on the effect of resource allocation in strategy implementation on the performance of Nairobi City County Government.

Theoretical review

The study was anchored on the resource based view theory and the balance scorecard. The resource based view theory was used to explain the role of resource allocation in strategy implementation while the balanced score card was used in showing the performance of County Governments.

The Resource-Based View Theory

This theory originates from earlier researches. With consideration of the past studies, characteristics of the research can be traced in the studies by Chandler (1972) and Williamson (1975), which emphasizes on the essence of firm resources and the impact on organizational performance. RBV of organizations holds that companies are capable of outdoing their competitors only if they are in a position of developing essential resources which can't be copied by its opponents (Donna, 2018). This theory is very useful in explaining the procedure which firms can use to come up with the unique resources and the way these resources can be adopted in new management of an organization and structures. Muchira (2013) argues that allocation of organizational resources should be done in an efficient and effective manner since they are the key drivers of a firm. Resource allocation can be an ambiguous process but through careful allocation practice an organization is capable of getting the required resources. Firm resources comprise of fiscal structures, technological resources, human resource and financial resource. The success of any firm relies on these essential resources.

Wernerfelt (1989) argued that RBV puts into consideration the internal capabilities of a company when ensuring formulation of strategies with an aim of ensuring sustainable advantages in its markets and industries. If firms are considered to be made of resources and capabilities which can be put together with an aim of ensuring competitive advantage to the firm; then its dimension cannot be copied by the competitors. In short, the firm's internal unique resources choose the strategies to implement in order to compete with other firms. Resources are both tangible and intangible assets that are attached semi-temporarily to the organization (Lemarleni et al., 2017). The theory proposes that resource allocation in a company determine the organization's realized strategies. Through the knowledge of resource allocation, one is in a position of knowing the process of strategy making. RBV holds that a well sustainable competitive advantage of a firm is attained when the unique resources are not tradable, valuable, specific to a certain firm and cannot be imitated.

RBV will be adopted in this research since allocation of human resource, physical resource, technological resource and financial resources influences strategy implementation in Nairobi City County Government in Kenya. In addition proper training and development of human resource creates a competitive advantage for the county governments in Kenya hence improving strategy

implementation in the counties which in turn improves performance. Furthermore all of these resources are essential to the performance of county governments in terms of service delivery, timely project completion and general development of the county governments in Kenya.

Balanced Score Card Theory

The Balanced Scorecard theory was developed by Kaplan and Norton (1992). Kaplan and Norton (1992) led a research study of a lot of companies with the purpose of exploring the new methods of performance measurement. The importance of the study was a growing belief that financial measures of performance were ineffective for the modern business enterprise. Representatives of the study companies, along with Kaplan and Norton, were convinced that reliance on financial measures of performance had an effect on their ability to create value (Dumisa, 2014). The group discussed a number of possible alternatives but settled on the idea of a scorecard, featuring performance measures capturing activities from throughout the organization—customer issues, internal business processes, employee activities, and of course shareholder concerns.

Performance measurement is the process of quantifying the efficiency and effectiveness of organisational processes. Assessing corporate performance refers to customer satisfaction, in relation the efficiency measures of the economical utilisation of resources (Chiando, 2017). Organisations should endeavour to make use of both financial and non-financial indicators to measure their organisational performance. According to Kaplan and Norton (1992) financial indicators do not take into consideration non-financial measures such as efficiency, customer perspective, new business processes and do not focus on the future.

The Balanced Scorecard has been translated and effectively implemented in both the nonprofit and public sectors. This study will use Balanced Scorecard theory to explain the measure of performance of public institutions. The first measure of performance of in the balanced scorecard is financial perspective, which in performance of County governments can be measured to by cost. An internal process is the second measure of performance in the balanced scorecard, which in County governments can be measured by use of quality and efficiency (time). The third measure of performance in the balanced scorecard is learning and growth, which in this study can be measured by use of technological innovation. The fourth measure of performance in the balanced scorecard is customer satisfaction. Customers are the ultimate recipients of products, services and outputs delivered through lad administration County government sub processes and activities.

Empirical Literature Review

Harrison, hall and Nargundkar (2003) researched on allocation of resources and organization performance in United States. The study targeted on 96 firms operating in United States. The study adopted cross-sectional survey design. Findings revealed that resource allocation influences organization performance. The study further revealed that the better corporate performance was as a result of good allocation of resources in the diversified firms. Efficient allocation of resources in the firms of interest was found to influence the company's return on assets. Nevertheless, the research found no significant impact of capital intensity on the firm performance.

Abdulrahman and Bamiduro (2008) researched on allocation of financial resources and performance of colleges in Nigeria. The study targeted on 12 colleges. Descriptive survey design was employed. Performance in the colleges of interest was found to be influenced by allocation of financial resources in the colleges. In short the effectiveness of Nigerian colleges relies on the allocation of financial resources by the top management. The fact that financial resources influence organization effectiveness

leads to this conclusion. Results indicated that resource allocation is directly proportional to organizational effectiveness. However, besides being limited to one component of resources allocation, financial resource, the performance of colleges is measured differently from the performance of County governments.

Omollo, Ngacho and Yambo (2017) researched on impact of allocation of resources on organization performance of Sonny sugar company limited, Kenya. The study employed descriptive research design. The 994 workers were the target area of interest. The performance of sonny sugar company was found to be influenced by resource allocation. Furthermore organization performance was found to be improved through perfection of resource allocation. Findings concluded that modification of resource allocation procedure was found to ensure successful implementation of strategic plans. Implementation of strategies in the organization was facilitated by state policies and regulations.

Lemarlani, Ochieng, Gakobo and Mwaura (2017) investigated on allocation of resources and implementation of strategies in Kenya Police Service in Nairobi County. The research employed descriptive research design. The area of interest was 56 senior police officers working in 13 police divisions. The study findings revealed that there is improper implementation of services dues to poor resource allocation practices. The poor allocation is as a result of the extreme bureaucracy involved. As a result the reform process in the policies services is slow due to inadequate delivery of services resulted through poor implementation of strategies as a result of inadequate allocation of resources. The research further indicated that poor implementation of strategy is as a result of inadequate human resource empowerment.

Ouma and Kilonzo (2014) researched on allocation of resources and performance of the procurement sector in Kenya. Cross sectional survey design was used. The area of interest was 124 state agencies. Study findings revealed that resources allocated to public financial sector were not enough. Furthermore, it was indicated that resource allocation significantly affected procurement performance. There was no impact of allocation of resources on performance, this was because performance could only be guaranteed by proper utilization of resources not resource availability.

Conceptual framework

This research sought to establish the impact of resource allocation in strategy implementation on performance of Nairobi City County Government in Kenya. The independent variable was resource allocation. The dependent variable was organization performance. Figure 1 depicts the association between dependent variable (performance) and independent variable (resource allocation).

Independent variables

Dependent variable

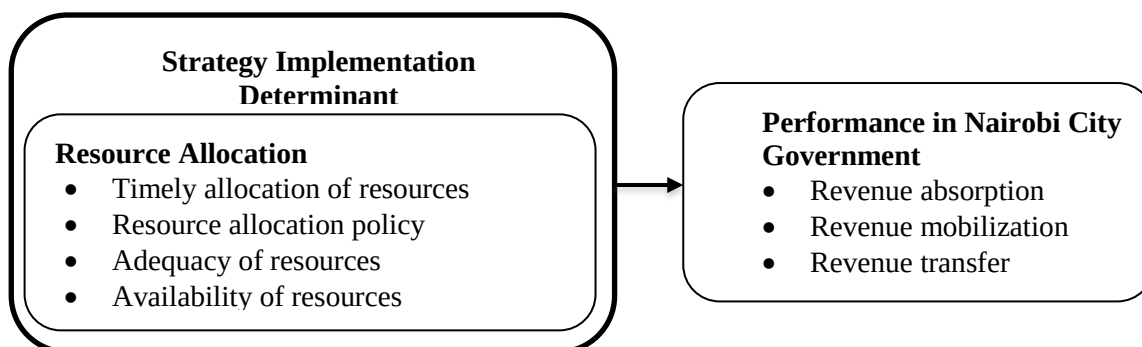


Figure 1: Conceptual Framework

Research Methodology

The study adopted an explanatory research design. The study was conducted in Nairobi City County Government. Nairobi City Government is one of the Counties allocated the highest amount in the financial year 2019/2020. The unit of observation was 161 employees in the 10 departments in Nairobi City County Government. This study used Slovin's Formula to estimate the sample size. The random sample formula was used due to its consideration of the target population.

$$n = \frac{N}{1 + Ne^2}$$

Where: n = number of samples (sample size); N = total population (which in this case is 285); e = margin of error at 95% confidence level (0.05)

$$n = \frac{161}{1 + (161 * 0.05^2)}$$

$$n = 114$$

Table 1: Sample Size

	Target Population	Sample Size
Agriculture, Fisheries and Livestock Development	11	8
Devolution, Public Service and Administration	12	8
Education, Youth and Social Services	16	11
Environment Energy Water and sanitation	18	13
Finance and Economic Planning	18	13
Health Services	17	12
Lands, Urban planning, Urban renewal, Housing and building services	22	16
Information Communication Technology & e- Government	21	15
Roads and Transport	17	12
Trade and Industrialization	9	6
Total	161	114

Stratified random sampling was used in the study to select 114 participants from the entire population. The strata were the ten departments in the County. Primary and secondary data were used in the study. Secondary data was obtained from the annual reports (commission on revenue allocation annual report and county public service board annual report) of Nairobi City Government. Questionnaire was used to collect primary data. The questionnaire contained both structured and unstructured questions. The closed ended questions were used to save on data duration spent when collecting data and cost of data collection since data that was provided was in quantitative form. Open ended questions were used in the current research to enable participants to share their personal views without feeling held back. Before the data collection, a pilot test was conducted to assess the validity and reliability of the research instrument.

Quantitative data was generated from the closed-ended questions while qualitative data from open-ended questions. Thematic analysis was used to analyze qualitative data and presentation of results was in a narrative form. Inferential and descriptive statistics were used to analyze quantitative data with the help of Statistical Package for Social Sciences (SPSS version 22). Frequency distribution, mean (a

measure of dispersion), standard deviation (a measure of dispersion) and percentages were the descriptive statistics used in the study. Inferential statistics in this study included Pearson correlation analysis and regression analysis.

The regression model is as follows;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Whereby; Y = Performance of Nairobi City Government; X_1 = Resource allocation; ε = Error Term; β_0 = Constant Term; β_1 , = Beta Co-efficient

Research Findings and Discussions

The sample size of this study was 114 and it comprised of employees working in various departments in Nairobi county government. The researcher distributed 114 questionnaires during data collection process and 85 of the respondents managed to completely fill their questionnaires and returned them to the researcher. Thus, the response rate of was 74.56%. According to the statements of Kothari (2012) a response rate that is above fifty percent is considered as adequate for data analysis and reporting while a response rate that is above 70% is classified as excellent. Hence, the response rate of this study was within the acceptable limits for drawing conclusions and making recommendations.

Resource Allocation

The respondents were requested to indicate their level of agreement on various statements relating to resource allocation and the performance of Nairobi City County Government. The results were depicted in Table 2. As indicated from the findings, the aggregate mean and standard deviation for the indicators of resource allocation was (M=2.721SD= 0.962). From the results, the respondents agreed that the policy ensures that resources allocated to areas of greater strategic need. This statement had the highest mean as shown by (M=4.165 SD= 0.898). From the results, the participants also agreed that the county government allocates resource based on resource allocation policy, the participants also agreed that the county government uses policy controls to allocate resources to areas where they are able to result in greater efficiency in use. Further, the respondents also agreed that the county government employs skilled employees. Ouma and Kilonzo (2014) revealed that resource allocation policy leads to effective allocation of available resources hence improved performance.

The respondents were neutral on the statements indicating that financial resources disbursed to the county government enables it to meet its need. Further; the respondents were neutral the statement indicating that availability of technological resources enables the county government to effectively implements its strategic need. Further, the respondents were neutral on the statement indicating that County government departments are well equipped.

Nevertheless, the participants disagreed with the statement indicating that there is adequate financial resource for implementation of county government activities. Further, the participants disagreed with the statement indicating that the functions assigned to the county governments are backed by the necessary resources to support their implementation. The respondents strongly disagreed with the statement indicating that the county government timely allocates resources to its departments. Further, the respondents strongly disagreed with the statement indicating that there is adequate workforce in the county government. This statement had the least mean as shown by (M=1.282 SD= 0.629).

Table 2: Resource allocation and the performance of Nairobi City County

	Mean	Std. Deviation
The county government timely allocates resources to its departments	1.541	0.894
The functions assigned to the county governments are backed by the necessary resources to support their implementation	2.000	0.964
The county government disburses financial resources for devolved functions on time	1.365	0.651
The county government allocates resource based on resource allocation policy	4.141	0.875
The policy ensures that resources allocated to o areas of greater strategic need	4.165	0.898
The county government uses policy controls to allocate resources to areas where they are able to result in greater efficiency in use	3.871	0.985
There is adequate workforce in our county government	1.282	0.629
There is adequate financial resource for implementation of county government activities	2.059	1.561
County government departments are well equipped	2.671	0.864
The county government employs skilled employees	4.118	0.762
Financial resources disbursed to the county government enables it to meet its need	2.918	1.136
Availability of technological resources enables the county government to effectively implements its strategic need	2.529	1.324
Aggregate	2.721	0.962

The respondents were asked to specify in their own view how resource allocation influences the performance of Nairobi City County. From the findings, the respondents specified that better corporate performance is resulted by good allocation of resources in the diversified organization. In addition, they also indicated that efficient allocation of resources influence the company's return on assets. Further the respondents indicate that resource allocation is directly proportional to organizational effectiveness. The also specified that project performance was also influenced by planning processes which included teamwork and training of team members. In addition they specified that through planning of the financial resources, project performance improved. These arguments are in line with the findings of Harrison, hall and Nargundkar (2003) who revealed that effective resource allocation that is aligned with areas of priority influences organization performance.

Performance of Nairobi City County Government

The participants were requested to indicate their level of agreement on various statements relating to performance of Nairobi City County Government. The results were depicted in Table 3. As shown in the findings, the aggregate mean and standard deviation for the indicators of performance of Nairobi City County Government was (M=2.775 SD= 1.030). From the results, the respondents agreed that the County government has adopted information technology to reduce cost. This statement had the highest mean as shown by (M=4.094 SD= 0.781). From the results, the participants also agreed that revenue transfer requires appropriate approval as determined by the policy of each administrative unit. In addition, the participants also agreed that the county government has instituted minimum threshold for tax payment. Further, the respondents also agreed that the county government values the use of technology in enhancing revenue collection.

Nevertheless, the participants disagreed with the statement indicating that the County has reduced compliance cost to improve on revenue mobilization. Further, the participants disagreed with the statement indicating that the County government budget reflects the actual cash available for spending. The respondents disagreed with the statement indicating that the County government has managed to reduce administrative costs. Further, the respondents disagreed with the statement indicating that the service delivery cost has reduced in the last one year. Mele, Pels and Polese (2010) indicated that resources are scarce and therefore to ensure smooth functioning of an organization cost minimization strategies should be adopted.

The respondents disagreed with the statement indicating that the county government has improved on the share of the actual expenditure out of the budgeted expenditure. Further, they also disagreed with the statement indicating that the county government attains its revenue collection targets. In addition, the respondents disagreed with the statement indicating that the county government effectively uses the money disbursed by the national government. This statement had the least mean as shown by (M=1.518 SD= 0.971). Shabbir, (2016) revealed that resources are always limited and if not well utilized, it becomes a big challenge for any organization to achieve its goals.

Table 3: Performance of Nairobi City County Government

	Mean	Std. Deviation
The county government values the use of technology in enhancing revenue collection	3.588	1.188
The county government attains its revenue collection targets	1.835	0.843
The county government has improved on the share of the actual expenditure out of the budgeted expenditure	2.247	1.290
The county government has institutes minimum threshold for tax payment	3.965	1.017
Our county has reduced compliance cost to improve on revenue mobilization	2.153	0.838
There is progressive personal income tax regimes which contribute to reducing income inequality.	3.706	0.857
Revenue transfer requires appropriate approval as determined by the policy of each administrative unit.	4.000	1.134
County government budget reflects the actual cash available for spending	2.353	1.055
The county government effectively uses the money disbursed by the national government	1.518	0.971
The county government has managed to reduce administrative costs	2.141	1.449
The service delivery cost has reduce in the last one year	1.706	0.946
The County government has adopted information technology to reduce cost	4.094	0.781
Aggregate	2.775	1.030

Inferential Statistics

Inferential statistics such as correlation analysis and regression analysis was used to assess the relationships between the independent variable (resource allocation) and the dependent variable (the performance of Nairobi City County Government).

Correlation Analysis

Pearson correlation analysis was used during this study to determine the relationship between dependent (the performance of Nairobi City County Government) and independent variable (resource allocation). The results revealed that resource allocation has a strong and positive relationship with the performance of the county governments ($r=0.666$, $p\text{ value}=0.000$). The association was also significant

since the p value (0.000) was less than 0.05 which is the significant level. The findings are in line with those of Harrison, hall and Nargundkar (2003) who established that the better corporate performance was as a result of good allocation of resources in the diversified firms.

Table 4: Correlations Coefficients

		Performance of the County Governments	Resource Allocation
Performance of the County Governments	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	85	
Resource Allocation	Pearson Correlation	.666**	1
	Sig. (2-tailed)	.000	
	N	85	85

Regression Analysis

Regression analysis was used in determining the association between the dependent (the performance of Nairobi City County Government) and independent variable (resource allocation). The R-squared was used to illustrate the variation in dependent variable (performance of Nairobi City County Government) that could be explained by resource allocation (independent variable). The R squared was 0.275 and this implied that 27.5% of the dependent variable (performance of Nairobi City County Government) could be explained by independent variable (resource allocation).

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.525 ^a	.275	.262	.24528

The ANOVA was used to assess whether the model was a good fit for the data. As depicted in table 6, the F calculated was 97.698 was higher than the F critical value which was 4.0012. Besides, the p value (0.000) was less than the significant level (0.05) and hence the model could be used in explaining the influence of independent variables on the dependent variable. Hence, the model was a good fit for the data.

Table 6: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.511	1	23.511	405.446	.000 ^b
	Residual	4.813	83	0.058		
	Total	28.324	84			

The regression equation was;

$$Y = 0.315 + 0.417X_1$$

The results revealed that resource allocation has a positive and significant influence on performance of Nairobi City County Government. ($\beta_3=0.417$, p value= 0.000). The relationship was significant because the p value (0.000) was less than the significant level of 0.05. This implies that resource allocation leads to an improvement in performance of Nairobi City County Government. The findings are in line with those of Harrison, hall and Nargundkar (2003) who established that the better corporate performance was as a result of good allocation of resources in the diversified firms. In summary, top

management support had the greatest influence on performance of the county government. This was followed by organizational communication, resource allocation and then organization structure.

Table 7: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.315	.157		2.013	.048
Resource Allocation	.417	.071	.459	5.899	.000

Conclusions and Recommendations

The study concludes that resource allocation has a positive and significant influence on performance of the county governments. From the findings it was found that the county policy ensures that resources allocated to o areas of greater strategic need. In addition, the county government employs skilled employees. The study revealed that the county government does not timely allocate resources to its departments. Further it was established that the functions assigned to the county governments are not backed by the necessary resources to support their implementation.

The study found that the county government does not timely allocate resources to its departments. Further it was established that the functions assigned to the county governments are not backed by the necessary resources to support their implementation. This study therefore recommends that the county government should adopt proper mechanism which ensures timely allocation of resources. Further the county should ensure that its functions are backed with the necessary resources to support their implementation.

Recommendation for Further Studies

The main purpose of the study was to determine the effect of resource allocation in strategy implementation on the performance of Nairobi City County Government. However, the study was limited to Nairobi City County Government. Therefore, the study recommends that further studies should be conducted on the effect of resource allocation in strategy implementation on the performance of other County Governments in Kenya. Besides that, the study found that 27.5% of the variation in independent variable (resource allocation) could explain the dependent variable (performance of Nairobi City County Government). Hence, the study recommends that further study should be conducted so as to assess the effect of resource allocation in strategy implementation on the performance of Nairobi City County Government.

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