

An Evaluation Of Resource Allocation In Strategic Plan Implementation In Kenya Law Reform Commission

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Abstract

Strategic plans are essential tools for guiding public institutions toward achieving their mandates and contributing to national development agendas such as Kenya's Vision 2030. However, the success of these plans largely depends on the availability and alignment of resources during implementation. The Kenya Law Reform Commission (KLRC), mandated to review, revise, and reform laws, has developed several strategic plans to enhance service delivery and institutional performance. Despite these efforts, concerns remain regarding whether financial, human, and infrastructural resources are adequately aligned with strategic priorities to ensure effective execution. This study therefore set out to evaluate the effect of resource allocation on the implementation of strategic plans at KLRC. The study employed a descriptive research design, targeting 100 employees across six departments of the Commission. A stratified random sample of 52 respondents was drawn, and primary data were collected through structured questionnaires consisting of both closed- and open-ended items. Data analysis was carried out using descriptive statistics—frequencies, percentages, means, and standard deviations—together with inferential analysis through linear regression in SPSS version 23 to establish the relationship between resource allocation and strategic plan implementation. The findings revealed that while respondents recognized the centrality of adequate resources for successful implementation, most expressed the view that KLRC's resources were insufficient and not well aligned with its strategic objectives. The results of the regression analysis showed a positive but statistically insignificant relationship between resource allocation and strategic plan implementation ($\beta = 0.060$, $p > 0.05$). This implies that although resource allocation plays a role in shaping outcomes, other organizational and contextual factors also significantly influence the effectiveness of implementation. The study concludes that inadequate and poorly aligned resources present a major challenge to strategic plan implementation at KLRC. It recommends the development of a comprehensive resource allocation policy to ensure equitable, transparent, and strategically focused distribution of financial and non-financial resources. Such measures would strengthen the Commission's capacity to execute its strategic initiatives and deliver on its mandate effectively.

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I. Introduction

Background of study

Globally, current sudden shifts in technological advances, monetary policy, cultural and social norms, and worldwide migration, shifts in population demographics have boosted the significance of leadership practices when impacting and overseeing people with distinct principles, opinions, and standards at both national and global levels (Yukl, 2021). Even though the USA, Canada, and Western Europe have dominated leadership research over the past 50 years, leadership in globalization has increased over the years (Dickson, 2020). Adopting practices that will inspire managers to encourage employees to put out the greatest effort to improve implementation procedures is required for a strategic plan's execution to be successful, with the result being enhanced organizational performance (Ghuman, 2019). Leaders are responsible for steering the organization on the right path, give it a purpose, and carry everyone else with them (Bass, 2019).

The United Kingdom (UK) is one of the nations that recently underwent major changes to their procedures, approaches, and philosophies, which were followed by an increase in request for pertinent leadership approaches (Kratcoski & Das, 2021). China's banking sector reform has advanced favourably thanks to tax exemptions, capital injections, the admission of foreign money, the strengthening of disclosure standards, and other significant improvements the implementation of strategic plans through government policy (Dai, 2022). The Cameroonian government initiated the implementation of a strategic plan and began reforming its higher education system in January 2018. Six universities spread across the nation and four tiny university centres were developed from one huge university (Goma, 2019). The government instituted a semester course credit system, removed student subsidies, and required students to pay significant fees. In South

Africa's planning implementation case, the system of social assistance demonstrated how political goodwill coupled with effective leadership practices, inclusive dialogue, and legal anchoring have been critical for successful implementation of plans (Walker, 2019). The sector's strong leadership effectively maintained the momentum. By establishing the reform's vision, several strategic leaders across many departments demonstrated effective leadership at the political, administrative, and technical levels (Smith, 2020).

Strategic plan implementation is a process that involves carrying out the action plans, policies, programs and strategies that enable a company to make the most of its limited resources and perhaps achieve competitive advantages (Ali & Mehreen, 2019). Strategic plan implementation is intended to make sure that an organization's mission, vision, goals, and objectives are reachable. By not being put into action, strategic plans lose their value because they act as a way of achieving a goal rather than attaining strategic objectives (Maina & Njoroge, 2023). Strategic plans implementation is influenced by a myriad of factors. Most strategies only achieve less than half of what their sponsors had thought they would. For instance, just one out of ten strategies are often carried out to completion (Speculand, 2019).

According to research by Escobar (2019), the Kenya Law Reform Commission enabled the formulation of Kenya Constitution in 2010. These are a part of the substantial transformations Kenya as a nation has undergone. KLRC was founded as the main organization mandated to draft laws for constitutional implementation. (Ogonda, 2020). The Kenya Law Reform Commission worked with the office of the Attorney General to draft various bills in collaboration with the defunct Commission for implementation of the Constitution. KLRC was crucial in ensuring timely and complete implementation of Kenyan Constitution.

Kenya Law Reform Commission developed the strategic plan that it used to carry out its duties and ensure the success of implementing Kenyan constitution (Kabia, 2019). The Kenya Law Reform Commission employed a participatory and consultative procedure. An example of a plan implemented by Kenya Law Reform Commission is the policing reform program (Mutua, 2019). It was determined that Kenya is the only African nation implementing the most extensive and wide-ranging policing reform initiative in all of Africa (Escobar, 2020).

Statement of the Problem

According to Vision 2030, which identifies major reforms in implementation of strategic plans as key pillars for economic advancement, these reforms are essential to creating the conditions needed for development to take place. The process of implementing strategies can be quite tough for many organizations (Hrebiniak, 2020). In the implementation stage, many effective strategies run into difficulties and fall short. Basically, rather than during the developing stage, the implementation of plans presents the most problems in strategic management (Ndegwa, 2021). Nowadays, organizations must adjust to a high degree of unpredictability and concentrate on raising their competitiveness by developing long-term strategic plans that provide them a competitive edge. However, the strategic plans frequently fail to be implemented by the organizations (Mc Namara, 2019).

The implementation and strategic alignment of an organization's leadership practices such as budget allocation and management of risks are essential for the success of these strategic plans (Kivoi & Mbae, 2020). To match these strategic plans, there have not been much of a change in the leadership practices of different organizations in Kenya.

Major obstacles faced by public organizations concerning the successful implementation of strategy include top management support, financial and non-financial resources, organizational structure, culture, and change inside the organization. Kenya Law Reform Commission (KLRC) has lagged in many areas of service delivery despite having a long history of developing and implementing strategic plans since its inception. KLRC has faced several challenges which has hindered effective implementation of its strategic plans.

These challenges include inadequate public sector performance management resulting in citizens receiving subpar services, lack of a legal framework allowing the commission's rulings regarding county appeals to be enforced, lack of uniform rules and guidelines for managing human resources in the public sector, inadequate finances as well as austerity measures and staff capacity constraints.

It is alarming that less effort is put into implementing strategies after all the time and money spent on strategic planning by organizations in Kenya (Allio, 2019). Without implementation, strategic plans are of little use. It is critical for organizations to develop and put into action strategic plans considering the changing economic environment and implementation of plans. Successful strategic plan implementation enhances the strategic positioning of the firm in the market. However, despite the enormous advantages of implementing strategies, many businesses' plans never become reality or are never implemented because of various organizational dynamics. Studies have shown that stated strategic plans in Kenya often fail to be implemented. (Kabia, 2019). Therefore, it is significant to note that little focus has been placed on how leadership practices affect how strategic plans are implemented in Kenya. Therefore, this study sought to assess the effect of resource allocation in strategic plan implementation in Kenya Law Reform Commission.

II. Literature Review

Introduction

The chapter will review and assess previous academic writings and leadership practices' research as well as the pertinent literature pertaining to the many factors in the prevailing theories, conceptual framework, and empirical investigations of this research study.

Empirical Review

The researcher established the current study on primary emphasis areas for this research study constituting independent variables and how they impact the dependent variable.

Resource Allocation and Strategic Plan Implementation

Resources are a key factor in determining how effectively strategic plans are implemented in public organizations due to the lack of enough financial resources (Birchall, 2020). Organizations need money to put their strategic plans into action. Organizational functions are hampered by a lack of adequate resources (Maorwe, 2019). They must set up financial and human resource plans to serve as an objective guide for the creation, oversight, and use of capital resources for their expansion and sustainability. In order to ensure that strategic plans are carried out continuously till completion, Kamau (2019) contends that implementation and planning team should identify adequate and affordable resources by carefully determining the ratio of debt to equity in the capital structure (Shangarai, J Njoroge, Moi 2023)

Chepkosgei and Atambo (2019) used Rongo university to study allocation of resources aimed at implementing strategic plans for public universities in Kenya. It used case study methodology, and questionnaires were used to evaluate primary and secondary data sources. With utilization of SPSS, descriptive and regression analyses were both employed to analyse data. Correlation, ANOVA, regression together with standard deviation and mean, were applied to analyse descriptive statistics. Resources allocated for implementing strategic plans have big impacts on Rongo University's performances. In order to accomplish this, the university sets aside financial resources for implementation of strategic plans, audits and oversees all resources provided by governments and donors, and ensures proper use of any physical resources available. The previous study utilized case study methodology while the present study utilized a descriptive method of design.

Imende, Olel, and Gogo (2020) investigated how allocation of resources affected strategic plan implementation at Kakamega County public secondary schools. Targeting total of 645 participants with sample size of 173, descriptive survey approach and correlation design was utilized. Multiple-stage sampling approaches were utilized. Further to the document guide list, the study made use of questionnaires and interviews schedules as data-gathering tools. Content validity analysis based on professional opinion was applied to validate questionnaires. Regression analysis as well as descriptive statistics were used. The study found that resources had big impacts on how well school strategic plans were implemented. In order to ensure that strategic plans are implemented effectively at public secondary schools, the report advises allocating more resources there. The study utilized multi-stage techniques of sampling whereas the present study made use of the stratified sampling method.

In Murang'a County, Kenya, Mbogo (2020) examined effects of resource allocations on strategic plan implementation between Amica and Mentor Savings and Credit Cooperative Societies. This study used a descriptive approach, and its target group included 120 employees from MENTOR SACCOs and AMICA. Interviews and questionnaires were used to collect primary data. Population was thought to be small, hence census method was employed.

Analysis of data was done using descriptive statistics. According to the study, money significantly affects how well SACCOs implement their strategic plans. The findings showed that funding is crucial to development and execution of strategic plans. As a result, managements of Saccos should release funds for strategies implementation rather than foregoing it because developing strategies had already used up other resources. The study suggests that finances be given and provided for agreed-upon duties for strategic plans to be implemented successfully. The current study focusses on KLRC though the previous study focussed on SACCOs.

In Kenya's Marsabit County Health Sector, Godana (2022) evaluated impacts of resource allocations on strategy implementation. This study focused on workers in health sectors in Marsabit County and used descriptive approach of design. Key respondents were sample of 180 people sampled through purposive sampling method. Cash distribution significantly and favourably affects how county health initiatives are carried out. Regarding effectiveness of health policy implementation, county government must assess how its health funds are allocated. Additionally, to expand their financial resources and competence to adequately implement countywide health policies, local healthcare facilities, and county health docket must develop new methods of collecting cash. The previous study used purposive sampling method, but the current study employed stratified sampling technique.

Theoretical Review

Resource- Based View (RBV) theory will be discussed in this study.

Resource-Based View Theory

Wernerfelt (1984) presented the RBV Theory. According to RBV theory, the assets of an organization determine its successes. The notion strengthens the competitive advantage of the institution. The resource-based theory employs a deliberate distribution of plans to provide strategies that are beneficial to the company. An organization makes sure to confirm the resources available for the adoption of a specific action plan before implementing a strategy. Resource-based theory provides theoretical knowledge for efficient resource management. When it comes to the creation of strategies, the capabilities and means are centralized (Grant, 2013). Most businesses have the tools necessary to get a competitive edge by understanding why most consortiums succeed or fail from the opposite perspective.

The resources are scarce, but a company can use them to obtain a long-term or short-term competitive advantage depending on how well it is protected from being transferred, replaced, or imitated (Peterat, 2015). Resource-based approach continues to give the idea that a company considers its own environment before determining which specific strategy would be appropriate for maximizing the company's success (Grant, 2013). Resources of a company and its tactical inventory, which cannot in any way be copied, can therefore be tailored to help the retail enterprises in the industry have a competitive edge to assure competitive advantage. This can be accomplished by enhancing customer service, cutting operational expenses, and improving stock control. This theory supports the use of strategic plan implementation. Hence, the resource-based view theory was applied on this study.

III. Research Methodology

Introduction

This section explains the methodology utilized for research including variables, sampling size, research design, validity and reliability of tools, study site, target population, data collection method, instruments, analysis, ethical consideration and presentation.

Research Design

Descriptive research design is a scientific method which enables a variable movement without altering data (Kothari, 2004). Descriptive research design gives accurate research variable features at a particular time duration and states direction of a target population about what, why, and who of research (Mugenda & Mugenda, 2013). Hence, the study employed descriptive research design to conduct effective and detailed research.

Target Population

Target population is explained as the precise set of events, objects, or people got from given desired population for research (Oguda, 2015). Population is best defined as totality of objects or people set required for investigations based on presence of certain apparent features (Mugenda & Mugenda, 2013). 100 employees of Kenya Law Reform Commission constituted the population target.

Table 3.5: Sample Size

Category	Population	Sample Size
Finance and Accounts Department	5	2
Public Education Department	30	15
ICT Department	15	7
Internal Audit Department	10	5
Human Resource Department	5	3
Legislative Services Department	35	20
Total	100	52

Source: Researcher, 2023

Sample Size

Population of scientific investigation is simply described by the term "sample" (Ojiambo, 2018). According to Creswell (2017), sampling design is the process used to choose sample procedure, frame, and size used in studies. According to Ojiambo (2018), sample size refers to number of sample units used in a study. According to Mugenda and Mugenda (2013), research will proportionately choose at least 30% of its population goal in each stratum, which is sufficient as shown below. The study used stratified sampling technique to choose fifty-two (52) participants from finance, law reporting, ICT, internal audit, human resource, and legal services departments of Kenya Law Reform Commission.

Research Instrument

This study used primary data whose benefit is that it is set up for a specific research objective (Bryman, 2005). Study's intended participants were surveyed using structured, guided questionnaire to collect data. Structured questionnaires were employed because of efficiency and makes it easier to obtain substantial amounts of data. Numerous elements were investigated to guarantee reduction of similar replies while preserving variety of responses. The questionnaire was developed using a 5-point Likert scale. Questionnaires had various closed-ended questions that allow participants to choose from range of five (5) workable alternative replies. Each portion of questionnaire included questions that relate independent and dependent variables as well as details about respondents' personal information. The questionnaire had two sections. A test of questionnaire's reliability and validity was conducted.

Validity and Reliability of Research Instrument

Reliability and validity of the researcher's instruments, which include questionnaires, was tested.

Validity of Research Instrument

Construct and content validity test was performed on questionnaire to ascertain its validity. For research's content validity, sample populations must be described. According to Gillham (2008), study's identified understanding must be consistent with a body of more comprehensive knowledge to be considered content valid. Construct validity was examined using representation through lens of numerous studies and an empirical analysis (Gillham, 2008). Questionnaire was be given to the supervisor who checked it for typographical and grammatical errors, looked over its structure, and tested it for construct validity by comparing its design to that of other studies and questionnaires.

Reliability of Research Instrument

Hamed (2016) defined reliability as a tool's accuracy, robustness, and reliability. Its objective is to ascertain the degree to which the same experiment could produce the same outcomes if conducted repeatedly at various times, with or without various groups of similar subjects, and in the same environment. A consistency value of 0.8 or higher implies outstanding dependability, whereas a coefficient of 0.7 indicates adequate dependability (Mugenda & Mugenda, 2013). For the study threshold of the questionnaire, a Cronbach-Alpha coefficient value that is more than 0.70% will be used.

Data Analysis and Presentation

The study analysed data and offer insights using percentages, standard deviation, mean, and frequency distribution. To make data easier to interpret and describe, results were be presented as frequencies and percentages in tables for each study purpose. The data was analysed using SPSS version 23.0. The link between variables was ascertained using inferential statistics and linear regression analysis. Below is the regression model:

$$SPI = \beta_0 + \beta_1 RA_1 + \varepsilon$$

Where:

SPI = Strategic Plan Implementation

RA₁= Resource Allocation

β₀= Constant Term

β₁ = Beta Coefficients

ε = Error term

IV. Data Analysis, Presentation And Interpretation

Introduction

The chapter provides study findings with reference on analysis of data collected. The organization of the chapter is such that first subsection presents the return rate of questionnaires, the demographic characteristics of respondents such education level, age group, designation, gender, and the experience level while working at the KLRC. Data presentation and interpretation was done to help evaluate the study objectives. The findings are organized by variables explored namely strategic plan implementation and resource allocation. Also, statistics based on regression and correlational analysis is presented.

Questionnaire Return Rate

The data was collected using questionnaires and study participants targeted were drawn from six departments in the Kenya Law Reform Commission. **Error! Reference source not found.** presents the summary of return rate.

Table 4.2: Questionnaire return rate

Respondents/unit	Targeted sample per stratum	Questionnaires returned	Return Rate %
Finance and Accounts	2	2	100
Public Education	15	15	100
ICT	7	7	100
Internal Audit	5	5	100
Human Resource	3	3	100
Legislative Services	20	20	100
TOTAL	52	52	100

As per Table 4.2, the study targeted a total of 52 employees of Kenya Law Reform Commission (KLRC) based in Nairobi Central, Nairobi, Kenya. The questionnaire return rate stood at 100 % (52 respondents). The response rate was above the 50% recommended by Kothari (2010) and Mugenda and Mugenda (2013).

Demographic attributes of respondents

The attributes relating to respondents' age group, gender, department drawn from, experience in years and level of education were documented. Summary of demographic characteristics of respondents are as presented in Table 4.3.

Table 4.3: Demographic characteristics of the respondents

Variable	Group	Frequency	Percentage (%)
Gender	Male	26	50.0
	Female	26	50.0
	Total	52	100
Age group (Years)	20 - 30	6	11.5
	31 - 40	20	38.5
	41 - 50	16	30.8
	50 and above	10	19.2
	Total	52	100
Education level	Diploma	3	5.8
	Bachelor's Degree	32	61.5
	Masters	12	23.1
	PhD	5	9.6
	Total	52	100
Experience (Years)	0 – 2 years	5	9.6
	3 – 5 years	11	21.2
	6 – 8 years	24	46.2
	9 – 10 years	7	13.5
	Over 10 years	5	9.6
	Total	52	100

The Error! Reference source not found..3 shows that there was equal participation between 50% males and 50% females. Also, the respondents in this study were aged above 20 years old with majority aged between 31 – 40 years (38.5%) while 30.8% were aged 41 – 50 years.

46.2% of the respondents had worked in Kenya Law Reform Commission (KLRC) for 6 to 8 years while 21.2% had worked between 3 to 5 years. 13.5% of the respondents had 9 to 10 years of experience and 9.6% had under two years of experience. 94.2% of the respondents possessed a bachelor's degree while 9.6% and 23.1% had a PhD and masters respectively. 5.8% of the respondents had a diploma.

Resource Allocation and Strategic Plan Implementation

The study's first objective was to check the resource allocation effect on implementation of KLRC strategic plans. The researcher sought to know whether respondents agreed or disagreed with the statements on a 5-point likert scale described as follows: 1=Strongly Disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), 5= Strongly Agree (SA). The results are presented in

Table 4.5: Descriptive statistics for Resource Allocation and Strategic Plan Implementation
5.

Table 4.5: Descriptive statistics for Resource Allocation and Strategic Plan Implementation

Statement		SD	D	N	A	SA	Mean	S Dev.
Resources are adequately aligned with KLRC strategies	F	12	25	1	6	8	2.481	1.379
	%	23.1%	48.1%	1.9%	11.5%	15.4%		
All departments have sufficient resources to carry out their functions effectively and efficiently	F	29	16	3	1	3	1.712	1.073
	%	55.8%	30.8%	5.8%	1.9%	5.8%		
Adequate amount of funds is necessary for effective implementation of strategic plans	F	2	3	1	17	29	4.308	1.039
	%	3.8%	5.8%	1.9%	32.7%	55.8%		
Donors' funds are accounted for in an open manner to ensure effective implementation of strategic plans	F	4	25	7	13	3	2.731	1.105
	%	7.7%	48.1%	13.5%	25.0%	5.8%		
KLRC has adequate financial and non-financial resources to ensure effective implementation of strategic plans	F	20	17	4	7	4	2.192	1.299
	%	38.5%	32.7%	7.7%	13.5%	7.7%		
Composite mean and standard deviation (S Dev.)							2.685	0.666

Table 4.5: Descriptive statistics for Resource Allocation and Strategic Plan Implementation

4.5 shows that 23.1% and 48.1% strongly disagree and disagree respectively while 11.5% and 15.4% respectively agree and strongly agree that resources are aligned with KLRC strategies. There is no greater variation in the responses as per the mean of 2.481 and standard deviation of 1.379. On the statement that all departments have sufficient resources to carry out their functions efficiently and effectively, 55.8% and 30.8% of the respondents strongly disagree and disagree in that order while 1.9% and 5.8% agree and strongly agree to the statement. A standard deviation and mean of 1.073 and 1.712 in that order indicates a little variation in the responses.

32.7% and 55.8% agreed and strongly disagreed in that order that adequate amount of funds is necessary for implementation of strategic plans while 3.8% and 5.8% strongly disagree and disagree to the statement respectively. A standard deviation and mean of 1.039 and 4.308 in that order showed low variation in the responses. On whether donors' funds are accounted for in an open manner to ensure effective implementation of strategic plans, 7.7% and 48.1% strongly disagree and disagree respectively while 25.0% and 5.8% agree and strongly agree to the statement. A relatively high mean of 2.731 and a lower standard deviation of 1.105 shows a little variation in the responses.

On whether KLRC has adequate financial and non-financial resources to ensure effective implementation of strategic plans, 38.5% and 32.7% strongly disagreed and disagreed to the statement while 13.5% and 7.7% agreed and strongly disagreed to the same statement. A standard deviation and mean of 1.299 and 2.192 respectively shows that responses don't vary greatly.

Linear Regression Analysis

The researcher conducted a multiple linear regression analysis to assess the statistical significance of the predictor variables on the dependent variable. On regression of the independent variables, resource allocation, risk monitoring and succession planning against strategic plan implementation a regression equation of the format

$$SPI = \beta_0 + \beta_1 RA_1 + \varepsilon$$

The results are as presented in **Error! Reference source not found.8, Error! Reference source not found.9** and

Table 4.10: Analysis of the regression coefficient

0

Table 4.8: Regression model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.344a	0.118	0.062	0.53271

a. Predictors: (Constant), resource allocation, risk monitoring and succession planning

Source: Researcher, 2024

The regression model summary in **Error! Reference source not found.**4.8 shows that the coefficient of determination, R stood at 0.344 representing 34.4% effect of resource allocation on strategic plan implementation for the Kenya Law Reform Commission. R² stood at 0.118 indicating that 11.8% of variations in the strategic plan implementation were explained by variation in the predictor variables resource allocation.

Table 4.9: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.790	3	0.597	2.102	0.113 ^b
Residual	13.338	47	0.284		
Total	15.127	50			

a. Dependent Variable: Strategic Plan Implementation b. Predictors: (Constant), resource allocation, risk monitoring and succession planning

Source: Researcher, 2024

Error! Reference source not found. shows that the summary from ANOVA analysis gave F statistic of 2.102 with a p value of 0.113. Since $p > 0.05$, the conclusion is that all the predictors in this model are not jointly significant in predicting the strategic plan implementation in Kenya Law Reform Commission.

Table 4.10: Analysis of the regression coefficient

Model 1	Unstandardized Beta	Std. Error	Standardized Beta	t	Sig.
Constant	3.820	0.682		5.600	0.000
Resource Allocation	0.060	0.130	0.070	0.460	0.648

Source: Researcher, 2024

Considering regression coefficients in

Table 4.10: Analysis of the regression coefficient

0, the regression equation can be presented as follows:

$$\text{SPI} = 3.820 + 0.060 \text{ Resource Allocation} + \varepsilon$$

The model indicates that considering all variables at zero, the strategic plan implementation in KLRC will be equivalent to 3.820 units. As per the results, resource allocation ($\beta=0.06$, $p=0.648 > 0.05$), there exists correlation between resource allocation and implementation of strategic plans in KLRC. Holding the rest of the variables at constant zero, a unit increase in resource allocation increases strategic plan implementation in KLRC by 0.06.

V. Summary, Conclusion, And Recommendation

Introduction

This chapter provides chapter four's summary of findings, areas for further research, conclusions, and policy recommendations.

Summary

KLRC relies on the National Treasury exchequer and donor funds for strategic plan implementation. The feedback from majority of the respondents indicates a strong belief that strategic plan implementation requires adequate resources. However, there is a perception that the resources are not properly aligned with the strategic priorities in KLRC. Further, the respondents felt that departments don't have adequate non-financial and financial resources for optimal operation in realization of the strategic objectives. The findings hereof are in tandem with the assertion that non-financial and financial resources are necessary for strategic plan implementation.

Conclusion

The research finds that multiple critical factors, such as infrastructure improvement and risk assessment, moderately impact strategic plan implementation in KLRC. These elements are essential in determining the effectiveness and success of strategic efforts. Infrastructure improvement, which includes both physical and technological dimensions, has been recognized as an important factor. Sufficient infrastructure supports seamless operations, improves communication, and enhances the overall productivity of the commission's work, positively influencing the strategic plans implementation.

Resource distribution is a key aspect of any strategic approach, as it guarantees that essential financial, human, and material resources are allocated towards fulfilling defined objectives. Nonetheless, the research points out that inadequate resource distribution is a significant obstacle faced by the KLRC. Scarce resources can impede the implementation of planned actions and impact the overall results of the strategic plan.

The study also points out several major challenges that hinder the successful implementation of the strategic plan at KLRC. These challenges include insufficient resource distribution, which restricts the organization's capacity to carry out its strategic initiatives fully. In conclusion, although infrastructure improvement and risk assessment moderately affect the strategic plans' implementation KLRC, challenges concerning resource distribution have to be addressed to improve the overall efficacy of strategic initiatives. Tackling these issues will be critical for the KLRC to reach its strategic goals and effectively execute its mandate.

Policy Recommendations

To tackle the obstacles and improve the efficiency of strategic plan execution at the Kenya Law Reform Commission (KLRC), several critical policy suggestions are put forward. A resource allocation policy should be created. This policy will establish an all-encompassing framework to guarantee fair distribution and transparent use of both financial and non-financial resources. It should focus on aligning resource distribution with the organization's strategic aims and integrate strong accountability mechanisms to oversee resource utilization.

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