

Public Planning, Project Implementation and Employee Performance in Calabar Municipality, Cross River State: A Content Analysis of Resource Allocation and Service Delivery

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Abstract

Public planning remains a critical instrument for achieving effective governance, sustainable development, and improved public service delivery. This study examines the relationship between public planning, project implementation, and employee performance in Calabar Municipality, Cross River State, with particular emphasis on resource allocation and service delivery. The study adopts a qualitative content analysis approach and relies on documentary evidence from government reports, policy documents, scholarly publications, and existing literature. The objectives of the study are to examine the influence of resource allocation on project implementation and employee performance and to assess the extent to which service delivery affects project implementation and workforce effectiveness within the Municipality. Two research questions were formulated to guide the study. Findings from the content analysis reveal that effective public planning significantly enhances project implementation through adequate resource allocation, policy coordination, and institutional accountability. The study further establishes that improved service delivery positively influences employee motivation, productivity, and organizational performance. However, challenges such as inadequate funding, weak monitoring mechanisms, political interference, poor working conditions, and insufficient stakeholder participation continue to undermine planning outcomes. The study concludes that effective public planning is indispensable for successful project implementation and improved employee performance in local government administration. It recommends strengthened planning frameworks, improved resource allocation mechanisms, enhanced employee welfare, and institutionalized monitoring and evaluation systems to improve governance outcomes in Calabar Municipality.

Keywords: *Public Planning, Project Implementation, Employee Performance, Resource Allocation, Service Delivery, Local Government Administration, Governance.*

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Background to the Study

Planning is one of the most fundamental functions of public administration and governance. It provides the framework through which governments establish developmental priorities, allocate scarce resources, coordinate activities, and implement policies aimed at improving the welfare of citizens. Public planning enables governments to anticipate future needs, identify challenges, formulate objectives, and design appropriate strategies for achieving societal goals. In contemporary governance systems, effective planning serves as the foundation for successful project implementation and institutional performance. The success or failure of public projects often depends on the quality of planning processes, the adequacy of resource allocation, and the effectiveness of implementation mechanisms. Consequently, planning occupies a central position in local government administration because local governments constitute the closest level of government to the people and are responsible for providing essential services that directly affect citizens' quality of life. According to Anam (2024), planning is the process of determining organizational objectives and identifying the most appropriate means of achieving them through efficient utilization of available resources. Effective planning reduces uncertainty, promotes accountability, and enhances organizational performance. Similarly, Koontz and Weihrich (2019) contend that planning provides direction for organizational activities and serves as the basis for effective decision-making and resource allocation.

Project implementation represents the practical execution of planned activities designed to achieve predetermined objectives. Public projects such as road construction, drainage systems, market development, healthcare facilities, and educational infrastructure constitute visible manifestations of government planning efforts. However, successful project implementation depends largely on adequate funding, effective management, employee commitment, and institutional capacity. Employee performance constitutes another critical variable in public administration because government programmes and projects are executed through the efforts of public servants. According to Armstrong (2021), employee performance refers to the degree to which employees successfully accomplish assigned tasks and contribute to organizational objectives. Effective employee performance is influenced by factors such as motivation, leadership, training, supervision, and working conditions. Calabar Municipality occupies a strategic position in Cross River State as the administrative and commercial hub of the state capital. The Municipality has witnessed several developmental projects over the years, including road construction, environmental sanitation initiatives, urban renewal programmes, and public infrastructure development. Despite these efforts, concerns remain regarding the effectiveness of project implementation and employee productivity within the local government system. This study therefore examines the relationship between public planning, project implementation, and employee performance in Calabar Municipality, focusing specifically on resource allocation and service delivery as critical determinants of governance effectiveness.

Statement of the Problem

The effectiveness of local government administration in Nigeria has remained a subject of scholarly and policy concern due to persistent challenges associated with poor project

implementation, inadequate service delivery, and declining employee performance. Despite numerous development plans and government interventions, many local government projects fail to achieve intended objectives due to weak planning structures, inadequate resource allocation, and poor implementation mechanisms. In Calabar Municipality, several public projects have experienced delays, abandonment, cost overruns, and poor maintenance. These challenges raise concerns regarding the effectiveness of planning processes and the efficiency of resource utilization. Furthermore, inadequate funding and weak monitoring systems have often affected the successful execution of development programmes. Employee performance also presents a major challenge. Public sector workers frequently encounter poor working conditions, delayed promotions, inadequate incentives, and limited opportunities for professional development. These factors adversely affect motivation, productivity, and commitment to organizational goals. According to Anam (2024), organizational effectiveness depends largely on the integration of planning, management, and human resource development. However, the extent to which resource allocation and service delivery influence project implementation and employee performance in Calabar Municipality remains insufficiently explored. This knowledge gap necessitates the present study.

Objectives of the Study

The broad objective of the study is to examine public planning, project implementation, and employee performance in Calabar Municipality, Cross River State.

The specific objectives are to:

- i. Examine the extent to which resource allocation affects project implementation and employee performance in Calabar Municipality.
- ii. Assess how service delivery influences project implementation and employee performance in Calabar Municipality.

Research Questions

The following research questions guided the study:

- i. To what extent does resource allocation affect project implementation and employee performance in Calabar Municipality?
- ii. How does service delivery influence project implementation and employee performance in Calabar Municipality?

Conceptual Review

I. Public Planning: Planning refers to the systematic process of determining future objectives and identifying appropriate courses of action for achieving them. Public planning specifically involves governmental efforts to formulate policies, allocate resources, and implement development programmes aimed at improving citizens' welfare. According to Anam (2024), planning serves as the foundation of public administration because it provides direction, facilitates coordination, and enhances organizational efficiency. Effective planning ensures that available resources are utilized optimally to achieve desired outcomes.

- ii. Project Implementation:** Project implementation refers to the process of executing planned activities and converting policies into tangible outcomes. It involves mobilizing resources, coordinating stakeholders, monitoring progress, and ensuring that project objectives are achieved within specified timelines and budgets. Meredith and Mantel (2017) argue that successful project implementation requires adequate planning, effective leadership, resource availability, and continuous monitoring.
- iii. Employee Performance:** Employee performance refers to the extent to which workers effectively execute assigned responsibilities and contribute to organizational objectives. It encompasses productivity, efficiency, effectiveness, commitment, and quality of service delivery. Anam (2024) maintains that employee performance is influenced by motivation, training, leadership quality, organizational culture, and performance management systems.
- iv. Resource Allocation:** Resource allocation refers to the distribution of financial, human, material, and technological resources among competing priorities. Effective resource allocation ensures that projects receive adequate support for successful implementation.
- v. Service Delivery:** Service delivery refers to the provision of public goods and services to citizens through government institutions. It is often used as a measure of governance effectiveness and insti

Resource Allocation, Project Implementation and Employee Performance

Resource allocation is a critical component of public planning and a major determinant of project implementation and employee performance. In public administration, resource allocation refers to the distribution of financial, human, material, and technological resources among competing developmental priorities. According to Anam (2024), effective resource allocation ensures that public institutions achieve their strategic objectives through the efficient utilization of available resources. Public planning is only meaningful when accompanied by adequate financial and material support for implementation. Consequently, the success of development projects depends largely on the adequacy of resources allocated for their execution.

Project implementation requires substantial financial commitments to support infrastructure development, procurement of materials, personnel administration, and operational activities. Studies have shown that inadequate resource allocation often leads to project delays, abandonment, poor project quality, and reduced institutional effectiveness (Adebayo, 2020). The relationship between resource allocation and employee performance is equally significant. Employees perform optimally when provided with adequate tools, equipment, training opportunities, and conducive working conditions. Armstrong (2021) observes that employee productivity is influenced by the availability of organizational resources necessary for task accomplishment. Within local government administration, resource allocation directly affects the capacity of workers to deliver services and implement projects. Anam (2024) argues that public organizations are more likely to achieve performance targets when resource allocation aligns with institutional priorities and workforce needs. Empirical

evidence from Calabar Municipality demonstrates the importance of resource allocation in project implementation and employee productivity.

Table 1: Resource Allocation Indicators in Calabar Municipality and Cross River State

Resource Allocation Indicator	Amount
Annual FAAC Allocation to Calabar Municipality	₦6.1 Billion
Average Monthly Allocation	₦538.2 Million
Proposed Calabar Municipal Budget (2026)	₦13 Billion
Cross River State Capital Budget (2025)	₦328 Billion
Infrastructure Allocation (2025)	₦100 Billion
Education Sector Allocation (2025)	₦81 Billion
Health Sector Allocation (2025)	₦25 Billion

Source: Cross River Internal Revenue Service (2025); Cross River State Budget Office (2025).

The table indicates that Calabar Municipality receives significant financial allocations capable of supporting development projects and employee welfare. Effective utilization of these resources is therefore essential for improving project outcomes and workforce productivity.

Service Delivery, Project Implementation and Employee Performance

Service delivery remains one of the most important objectives of public planning and governance. It refers to the provision of public goods and services that improve citizens' welfare and promote sustainable development. According to Osborne and Gaebler (2018), service delivery represents a key measure of governmental effectiveness because it reflects the extent to which public institutions translate policies into tangible benefits for citizens. Effective project implementation contributes significantly to service delivery. Projects such as road construction, drainage systems, waste management facilities, healthcare centres, and educational infrastructure improve access to essential public services and enhance living standards. Service delivery also influences employee performance. Employees are generally more motivated when they observe that their efforts contribute to positive societal outcomes. Improved service delivery enhances job satisfaction, organizational commitment, and productivity. Anam (2024) maintains that organizations that prioritize service delivery are more likely to achieve higher levels of employee engagement because workers derive satisfaction from contributing to organizational success and societal development. In Calabar Municipality, service delivery remains a critical indicator of governance effectiveness. The quality of sanitation services, road maintenance, environmental management, healthcare delivery, and administrative services reflects the effectiveness of planning and implementation processes. The literature therefore suggests that improvements in service delivery are likely to enhance project implementation outcomes and employee performance.

Theoretical Framework

Systems Theory

This study is anchored on Systems Theory developed by Ludwig von Bertalanffy (1968). Systems Theory views organizations as open systems consisting of interrelated and interdependent components working together to achieve common goals. The theory emphasizes that organizational effectiveness depends on the interaction among various subsystems. Within the context of this study, public planning, resource allocation, project implementation, service delivery, and employee performance constitute interconnected components of local government administration. Planning provides strategic direction, resource allocation supplies inputs, project implementation converts inputs into outputs, while employee performance determines the quality-of-service delivery outcomes. The theory suggests that deficiencies in one component of the system affect the performance of other components. Poor planning may result in inadequate resource allocation, which may subsequently hinder project implementation and employee productivity. Similarly, ineffective employee performance may negatively affect service delivery despite adequate planning and funding. The relevance of Systems Theory lies in its ability to explain the interconnected relationship among planning, resource allocation, project implementation, service delivery, and employee performance in Calabar Municipality.

Methodology

The study adopted a qualitative research design using content analysis. Content analysis was considered appropriate because it enables the systematic examination and interpretation of documentary evidence relating to public planning, project implementation, and employee performance. Data were obtained from secondary sources including:

- i. Government reports
- ii. Budget documents
- iii. Local government publications
- iv. Journal articles
- v. Textbooks
- vi. Policy documents
- vii. Conference proceedings
- viii. Scholarly publications on public administration and local government governance

The analysis focused on identifying recurring themes relating to:

- i. Resource allocation
- ii. Service delivery
- iii. Project implementation
- iv. Employee performance
- v. Governance effectiveness

Thematic analysis was employed to categorize findings according to the study objectives and research questions.

Responses to Research Questions

Research Question One

To What Extent Does Resource Allocation Affect Project Implementation and Employee Performance in Calabar Municipality?

The evidence reviewed indicates that resource allocation significantly affects project implementation and employee performance. The allocation of approximately ₦6.1 billion annually to Calabar Municipality and the proposed ₦13 billion municipal budget demonstrate the availability of substantial financial resources for developmental activities. These allocations provide opportunities for infrastructure development, employee welfare, and improved service delivery. However, the literature suggests that the effectiveness of resource allocation depends not merely on the availability of funds but also on efficient utilization and accountability mechanisms. Anam (2024) argues that resource allocation constitutes a strategic planning function that determines organizational capacity to achieve developmental goals. Effective allocation enhances project completion rates, improves employee productivity, and strengthens institutional effectiveness. Therefore, resource allocation has a substantial and positive effect on project implementation and employee performance.

Research Question Two

How Does Service Delivery Influence Project Implementation and Employee Performance in Calabar Municipality?

The literature reveals that service delivery significantly influences project implementation and employee performance. Successful project implementation improves the quality of services provided to citizens and enhances public confidence in government institutions. Employees are more motivated when they perceive that their work contributes directly to societal development. Service delivery also serves as an indicator of planning effectiveness and organizational performance. Institutions that prioritize service delivery tend to achieve higher levels of employee commitment, productivity, and organizational effectiveness. The reviewed literature therefore establishes a positive relationship between service delivery, project implementation, and employee performance.

Discussion of Findings

The study reveals that resource allocation and service delivery are critical determinants of project implementation and employee performance in Calabar Municipality. The first finding indicates that resource allocation significantly affects project implementation and employee productivity. This finding supports Anam's (2024) assertion that effective planning requires strategic allocation of resources to priority areas. The finding also aligns with Systems Theory, which emphasizes the importance of adequate inputs for achieving desired organizational outputs. The existence of substantial financial allocations to Calabar Municipality suggests that effective planning and prudent management can significantly improve project outcomes and employee performance. However, poor utilization of resources may undermine these

benefits. The second finding demonstrates that service delivery positively influences project implementation and employee performance. This finding supports Osborne and Gaebler's (2018) argument that public institutions achieve greater effectiveness when they focus on delivering value to citizens. The findings further reveal that public planning serves as the foundation for resource allocation, project implementation, and service delivery. Effective planning promotes accountability, coordination, and organizational effectiveness. The study establishes that improvements in planning processes, resource management, and service delivery mechanisms are essential for enhancing governance outcomes in Calabar Municipality.

Challenges Affecting Public Planning, Project Implementation and Employee Performance

- i. **Inadequate Funding Releases:** Although budgetary allocations may appear substantial, delays and inconsistencies in fund releases often affect project implementation.
- ii. **Political Interference:** Political considerations frequently influence project selection and resource allocation decisions.
- iii. **Weak Monitoring and Evaluation Systems:** Many local government projects lack effective monitoring mechanisms, resulting in poor implementation and limited accountability.
- iv. **Poor Employee Motivation:** Inadequate remuneration, delayed promotions, and poor welfare packages negatively affect employee productivity.
- v. **Corruption and Resource Mismanagement:** Diversion of public funds and weak accountability systems undermine project implementation and employee confidence.
- vi. **Inadequate Human Capacity:** Many local government employees lack adequate training in planning, project management, and monitoring.
- vii. **Poor Community Participation:** Limited stakeholder involvement often results in projects that do not adequately address community needs.
- viii. **Bureaucratic Delays:** Administrative bottlenecks frequently slow project implementation and service delivery processes.

Conclusion

This study examined public planning, project implementation, and employee performance in Calabar Municipality, Cross River State, with emphasis on resource allocation and service delivery. The study established that public planning plays a critical role in determining governance outcomes by influencing resource allocation, project implementation, and employee performance. Findings indicate that effective allocation of resources enhances project execution, improves employee productivity, and strengthens service delivery. Evidence from budgetary allocations and planning documents demonstrates that Calabar Municipality possesses significant financial resources capable of supporting developmental projects and workforce effectiveness. However, challenges such as political interference, weak monitoring systems, inadequate employee motivation, and resource mismanagement

continue to undermine planning outcomes. The study concludes that effective governance in local government administration depends on the integration of sound planning, efficient resource allocation, effective project implementation, quality service delivery, and high employee performance.

Recommendations

- i. Calabar Municipality should strengthen strategic planning processes to improve project prioritization and implementation.
- ii. Resource allocation mechanisms should be made more transparent, accountable, and performance-oriented.
- iii. Monitoring and evaluation units should be strengthened to ensure effective utilization of public resources.
- iv. Employee welfare programmes should be enhanced through improved remuneration, incentives, and professional development opportunities.
- v. Local government authorities should institutionalize performance management systems to improve employee productivity.
- vi. Community participation should be integrated into planning and project implementation processes.
- vii. Anti-corruption mechanisms should be strengthened to prevent resource diversion and improve accountability.
- viii. Capacity-building programmes should be organized regularly for local government employees in planning, budgeting, project management, and monitoring.

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