RESOURCE ALLOCATION FOR PUBLIC RELATIONS FUNCTION
A CASE STUDY OF UGANDA REVENUE AUTHORITY

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DECLARATION

I, Ian Muhimbise Rumanyika, declare that this is a compilation of my own composition and that it has not been submitted anywhere for any academic award. Sources of information used here have been duly acknowledged.

Signed ................................. Date...........................................

IAN MUHIMBISE RUMANYIKA
APPROVAL

This dissertation has been submitted with my approval as supervisor

Signed …………………………… Date…………………………
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Limited resource allocation to the public relations function in Uganda Revenue Authority is an area of great interest and concern. The inadequate resources affect performance of Public relations unit in URA. However, resource allocation in the public relations function is not well researched in URA. The objectives of this study were to assess the nature of resource allocation, to examine the contribution of public relations function, to identify possible alternative resource avenues available to URA to facilitate Public Relations.

The study employed a qualitative research design. Information was obtained through a review of literature and an interview guide. A Purposive sampling and content analysis method was used during the study.

The findings established that the much required nature of public relations is the financial resources. This implied that the PR function has been constrained by limited resources which have greatly hindered its performance. From the study, the finding indicated that the public relations function is known for the establishing relationships between the organization and the public, establishing and maintaining mutual lines of communication, carrying out Tax education and sensitizations. The finding also established the need for more alternative sources of resources that included grants, projects, sponsorship, and decentralization of the resources among others. Recommendations were, the public relations function should be availed more resources in terms of finances and human capital resource in order to enable it meets its objectives and main goal. The study was qualitative in nature; further research on resource allocation for PR function using quantitative methods could be explored. The other possible areas of further study could be quantitative and longitudinal in nature, exploring resource allocation in the entire organization; other studies could explore other factors that affect public relations in the organization.
LIST OF ACRONYMS

DT        DOMESTIC TAXES

MoFPED    MINISTRY OF FINANCE PLANNING AND ECONOMIC DEVELOPMENT

PCA       PUBLIC AND CORPORATE AFFAIRS

PR        PUBLIC RELATIONS

PRSA      PUBLIC RELATIONS SOCIETY OF AMERICA

URA       UGANDA REVENUE AUTHORITY
CHAPTER ONE
INTRODUCTION

1.1 Background to the study
The aim of public relations is to persuade the public, prospective customers, investors, partners, employees, and other stakeholders to maintain a certain point of view about it, its leadership, products, or of political decisions (Rubel, 2009). Therefore common activities of public relations include working with the press and supplying written content for news and feature articles together with arranging interviews with expert spokespeople, speaking at conferences, and internal/employee communication (Broom, 2009).

In addition Public relations are a strategic communication process that builds mutually beneficial relationships between organizations and their publics. Under which resource allocation is an important element (Public Relations Society of America, 2012).

Resources for Public relations include communication planning, management, reputation, build and maintain partnerships and failure to allocate these resources affect attainment of the organization’s goals (Wordsworth, 2009 and Cornelissen, 2010).

August 31 Public relations is practiced in many different organizational contexts, from in-house government or public affairs roles to corporate communications roles in small, medium, large, listed, and not-for-profit organizations (Public Relations Society of America, 2009).

Although Public relations function is understood to be a prerequisite to all organizations, resource allocation to this function is still limited (Khumalo and Wright, 2009). Limited resources in the public relations function enhance misunderstanding and resistance to change, hence shifting achievement of the mission (Winn, 2001)

The public relations function of Uganda Revenue Authority has endeavored to uphold a code of moral principles by setting a standard of staff conduct with the ultimate goal of ensuring that the divisional and organizational mission is achieved (URA, 2010).
However with limited resources some of its operational and strategic targets have not been realized (URA third quarter M&E report, 2014).

According to the Financial Year 2013-2014 Monitoring and Evaluation Report, Commissioner Generals’ Office registered 44% indicators that are not likely to be achieved, out of 10 initiatives to enhance communication programs, 22.5% were implemented in 3rd quarter from July 2013 to September 2013, 9 press briefs out of 12 for the year have been carried on revenue performance, 24 stories were published against a target of 64 for the year, The 2013 Open minds Forum was not conducted, 14 education strips published against a target of 96 for the year (URA monitoring and evaluation report, 2014)

1.2 Statement of the problem
Such low performance against the set targets is attributed to limited resource allocation for the public relations function while a bulk of unfunded initiatives still exist, which daunts it from successfully carrying on its mandate. (URA third quarter M&E report, 2014)

1.3 Purpose of the Study
The purpose of this study was to explore the nature of resource allocation for PR at Uganda Revenue Authority.

1.4 Research Objectives.
This study was guided by the following research objectives
   i) To assess the nature of resource allocation.
   ii) To examine the contribution of PR function.
   iii) To identify possible alternative resource avenues available to URA to facilitate PR function
1.5 Research Questions.

This study aimed at answering the following questions

i) What is the nature of resource allocation at URA?

ii) What are the contributions of the PR function in URA?

iii) What are some of other alternative resource avenues available to URA to facilitate PR function?

1.6 Scope of the study

The scope of this study was confined to geographical, subject and time scope.

1.6.1 Geographical scope

This study was undertaken in Kampala at the URA Headquarters in Nakawa including regional stations.

1.6.2 Subject scope

This study was limited to resource allocation and Public relations.

1.6.3 Time scope

This study was confined to a time scope of three years that is 2009-2013 and literature relating to this period was reviewed in the assessment of the study area.

1.7 Significance of Study

The study will be useful to different parties;

i) It will provide evidence for improved resource allocation for Public & Corporate affairs department activities and projects which will lead to better divisional performance.

ii) The study will recommend policy changes in the public sector for improved Public relations especially in the key public institutions and ministries.

iii) Report findings are also expected to add to the existing body of knowledge about the area of Public relations division’s Resource allocation and performance.
2.1 Introduction
This section presents the review of the literature on Resource allocation, the nature of resource allocation, the contribution of public relations function and possible alternative resource avenues available to URA to facilitate the Public Relations function.

2.2 Background to URA Public Relations Unit
The Public and Corporate Affairs (PCA) Division was created as a result of the structural re-organization of URA that commenced in November 2004. It is directly responsible to the Commissioner General and its operations focus on Public Relations and Tax Education (URA Strategic plan, 2010). The mission of Public and Corporate Affairs division is to foster a tax paying culture, build a pre-eminent and sustainable corporate image through development of an impeccable staff. The major objective of the division focuses on totally transforming the corporate image of URA through strong ethical values and mutual partnership (URA Public corporate affairs business plan, 2010).

2.3 Nature of Resource allocation
Resource allocation is a process and strategy involving a company deciding where scarce resources should be used in the production of goods or services. A resource can be considered any factor of production, which is something used to produce goods or services (Khumalo, 2009). Resources include such things as labor, real estate, machinery, tools and equipment, technology, and natural resources as well as financial resources such as money (Khumalo & Wright, 2009).

Resource allocation begins at strategic planning when a company formulates its vision and goals for the future. The vision and strategic goals are accomplished through achievement of objectives (Buchanan, 2005).
The Directorate of Economic affairs within the Ministry is responsible for determining the resources envelop in consultation with other Government institutions such as URA and Bank of Uganda. (MoFPED Budget monitoring and accountability report, 2013)

Allocation of scarce resources is a reality for Public relations professionals and organizations. Resource allocation issues can be particularly challenging for organizations where resources are not enough to meet all needs and fewer alternatives exist to resolve conflicts between competing needs (Cutlip, Center & Broom, 2010).

In addition, the ramifications of decisions may be more visible. Decisions regarding allocation of resources can be troubling for administrators to make, at both the personal and professional levels. Though resource allocation issues are economic in nature, they inherently raise issues relating to organizational mission and performance (Broom, 2010)

Public sector interest in methods for priority setting and program or policy evaluation has grown considerably over the last several decades, given increased expectations for accountable and efficient use of resources and emphasis on evidence based decision making as a component of good management practice (Neale, Craig, Cornelissen, Gibson & Peacock, 2012).

URA was allocated UShs 211.053 bn in the FY 2013/14. Out of this UShs 0.107bn was for wage, UShs 84.089bn for non-wage and Ushs 4.866bn for capital development. This funding enabled URA to improve tax administration resulting into collection of tax revenue of UShs 5,827.12bn against a target of UShs 6158.18bn, For the FY 2014/15, an allocation of UShs 232.219bn to facilitate URA to collect revenue. The projected tax revenue for the FY 2014/15 is UShs 9,577bn and Non Tax Revenue of UShs 206bn (Ministerial Policy statement, June 2014).

**Challenges of Resource allocation**

Governance is rightly identified as an important constraint on resource mobilization in developing countries. Domestic resource mobilization is constrained by institutional weaknesses and political weaknesses and these are governance problems (Mushtaq H. Khan, 2012).
Public relations lack adequate theoretical fortitude because of the dearth of longitudinal research in the field. This is particularly true when it comes to the global realm of practice (Wright and Hinson, 2010). Social and political divisions that can, ultimately lead to conflict thus affecting budget allocations (Poya and Matthews, 2014).

**Benefits of Resource allocation**

The importance of resource allocation activities has long been recognized by management scholars as well as economists. The resource allocation process is a major aspect of intra organizational dynamics, setting the tone for and influencing subunit success as the antecedent for organizational evolution (Pondy, 2005).

Once you have set your objective, you will then need to allocate sufficient resources to accomplish it. In practical terms, this is often a matter of project budgeting (Buchanan, 2005). URA is allocated financial resources to enable her improve tax administration and facilitate the organization to collect revenue (Ministerial Policy statement, June 2014)

Resource allocation breeds intra organizational competition due to this finite and scarce nature of funding. As a result, subunit managers, recognizing that future resource availability may become less certain, find it difficult to justify self-restraint (Kramer, 2009).

The resource allocation process is recognized as crucial to organizational success. This testament to the importance of funding subunits appropriately is constrained by the fact that all enterprises have finite resources. The priority to get as much funding as possible during each resource allocation cycle results in the suboptimal communal management of a shared resource (Komorita and Parks).

**2.4The Contribution of Public Relations**

Public relations means to maintain ongoing, beneficial organizational relationships, to systematically listen to and understand the concerns of publics—in this case, internal publics and the external public (Molleda, 2010).
Public relation is an effort to satisfy different groups (like-consumers, employees, shareholders and society). For example, with the help of Public relation, the expectation of any particular group is acknowledged (Kramer, 2009).

Public relations help an organization and its publics adapt mutually to each other (Public Relations Society of America, 2009). Public relations can truly mean the difference between life and death for an organization, or the difference between profitability and failure (United Parcel Service, 2009).

These entities that maintain a worldwide reach and presence need to know how to organize and operate their public relations programs on a truly global basis (Molleda, 2009). Corporate public relations in the world stage is the forerunner of the best in public relations (Vercic, 2003).

The managements of institutions need to understand the attitudes and values of their publics in order to achieve institutional goals (Sims & Brinkman, 2013). The goals themselves are shaped by the external environment. The public relations practitioner acts as a counselor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action (Rawlins, 2009).

Sometimes Public develops negative attitude towards any company. This attitude could be changed by establishing public relations which helps in developing better relations with public (Stoffels, 2010).

Public relations activities differed depending on the size and type of organization. In particular corporations with high revenue and good reputation undertook more diversified public relations activities and allocated more budgets to public relations (Mitroff, 2012).

The Public Relations Society of America adopted the following contributions of public relations that helps identify its purpose: In its “Official Statement on Public Relations,” PRSA goes on to clarify the function of public relations which include,
• Public relations help our complex, pluralistic society to reach decisions and function more effectively by contributing to mutual understanding among groups and institutions. It serves to bring private and public policies into harmony.

• Public relations serves a wide variety of institutions in society such as businesses, trade unions, government agencies, voluntary associations, foundations, hospitals, schools, colleges and religious institutions. To achieve their goals, these institutions must develop effective relationships with many different audiences or publics such as employees, members, customers, local communities, shareholders and other institutions, and with society at large.

The unique management function of public relations is critical to the success of any organization that engages people in its operation, whether they are shareholders, employees, or customers (Murphy & Dee, 2012).

As soon as there was Eve with Adam, there were relationships and in every society, no matter how small or primitive public communication needs and problems inevitably emerge and must be resolved. Public relations are devoted to the essential function of building and improving human relationships (Falconi, 2010).

Securing cooperation of Public, Public relation is an activity to get support from public. Every organization wants to run successfully. For this public (i.e., all related protagonists like consumers, employees, shareholders and society) support is essential or needed. And the support of public can be earned through Public Relations (Tashakkori & Teddlie, 2011).

Every organization wishes to enjoy goodwill among all related protagonists. For establishing good reputation it is essential to engage in dialogue (i.e., exchange of ideas). During dialogue organization provides information and this is possible only through Public Relations (Komorita & Parks, 2011).
2.5 Resource Avenues for Public relations

Most development research organizations have had, up until recently, a comfortable, sheltered life. In order to access funding for an applied research project, a board member, executive director, program officer or some other staff member would write up a grant application addressed to one, two, or a handful of institutional donors (Danièle, 2010).

Projects would have to meet donor requirements and their successful implementation could mean more money for another project cycle. In some cases, the grant application is just a token gesture because funds are assured anyway (Danièle, 2010).

Companies can allocate resources to projects according to a tightly controlled, centralized plan, or by setting goals and letting lower levels of the organization make the resource allocation decisions (Wright, 2009).

A few organizations may have other, smaller sources of income: training and consulting services, sale of organic products and traditional medicines produced by local communities, a random rummage sale or participation in a bazaar. But the income generated from such activities is rarely substantial. The bulk of the organization’s funding would still be from one or two funders (Danièle, 2010).

Now that funding from aid agencies has become less reliable due to shifting donor trends and preferences, many research organizations are left with unfunded programs, and may even begin to wonder about their survival (Danièle, 2010).

More grant making institutions require counterpart funding and token grant proposals just to meet paper trail requirements don’t work anymore. Non-profits actually have to earn their keep! As the non-profit sector comes face-to-face with the reality of declining funds from the international donor community, non-profit leaders are left with two options: close shop, or aggressively and creatively look for alternative funding sources to fill the gap (Danièle, 2010). Board members, executive directors and non-profit managers must now learn to diversify funding sources and come up with creative resource mobilization strategies to ensure survival (Wright, 2009).
Grants
Grant aid help can come in many different forms. For example, certain grant agencies will provide assistance in finding investors, to help in generating new export leads or introducing experts to accelerate the development of new product ideas and strategies (Mitroff, 2012).

Grants and Cooperative Agreements are usually awarded to support or assist projects whereas contracts procure a definite service or product. Grants are less restrictive than contracts, although technical and financial reports are generally required. Grants may be awarded by foundations, corporations or agencies of the federal government. Amounts and types of awards vary from sponsor to sponsor, and many agencies offer several sorts of grant opportunities (United Parcel Service, 2009).

Projects
Project Finance can be characterized in a variety of ways and there is no universally adopted definition but as a financing technique, the author’s definition is: “the raising of finance on a Limited Recourse basis, for the purposes of developing a large capital-intensive infrastructure project, where the borrower is a special purpose vehicle and repayment of the financing by the borrower will be dependent on the internally generated cash flows of the project” (David & Wright, 2009).

Public-private partnerships
Public-private partnerships (PPPs) address the World Bank Group’s twin goals – eliminating extreme poverty and boosting shared prosperity – by enhancing the reach and quality of the delivery of basic services. When designed well and implemented in a balanced regulatory environment, PPPs can bring greater efficiency and sustainability to the provision of such public services (Benjamin, 2010).

PPPs also allow for the better allocation of risk between public and private entities, taking into account their capacity to manage those risks. PPPs help make the most of scarce public funding and introduce private-sector technology and innovation to provide better-quality public services through improved operational efficiency. It is also important to
recognize that PPPs are just one tool available to URA as a resource avenue for Public relations. (World Bank, 2014)

**The Importance of Diversifying Funding Sources**
A diversity of funding sources provides protection against fickle donor trends. Other than grants, income sources include gifts and earned income. Rather than focusing all energies towards bagging large grant amounts from big funders, there is value to develop a following made up of individual donors, corporations and groups with various degrees of affinity for the organization’s programs (Melanie, 2010).

Their support may come in the form of large or small gifts, could be unrestricted, could be one-time donations, or could lead to long-term funding. An organization in search of unrestricted funding would do well to expand their base of individual givers (Melanie, 2010).

There is also value in professionalizing existing earned income activities to the point where they could significantly impact an organization’s financial viability. This alternative approach encourages a healthy mix of funding sources, thereby spreading the risk in the event that one source dries up (Melanie, 2010). The task then falls on the organization to identify who these people are in the community, find a way of talking to these people, offer them opportunities for support, and have systems in place that assure these supporters, or donors, that their donations are directed towards the projects for which they were intended (Melanie, 2010).

**2.6 Summary of Literature Review**
Not all literature on Resource allocation for public relations function explains the detail of resource allocation in the public relations function. If this nature of research or body of knowledge is to be relevant to several decision makers and policy makers in academia then extra effort has to be made to explain public relations attributes, shapes behavior perhaps these could also guide how to choose and when to invest and when not to invest
In the absence of concrete information, budget allocations remain limited and this affects service delivery. Another quick guess that could be thought of in the bid to break this puzzles, could it be that public relations is often not understood by management and the people who are in charge of resource allocations thus allocating limited resources.

These gaps and more could be filled out with this research and further research. Another observation made in the reviewed literature is that public relations could otherwise be effective in increasing performance of any organization to be effective. Organizations therefore need to establish mechanisms of lobbying and mobilizing resources for the planned and unplanned activities to be able to facilitate public relations functions.
CHAPTER THREE
METHODOLOGY

3.1 Introduction
This section presents the methodology used in the study. These included; research design, study population, sampling procedures, data collection, data analysis and limitations to the study.

3.2 Research design
The study adapted a qualitative research design and was cross sectional in nature.

3.3 Study population
The study population was 77 included (32 respondents of Public & Corporate Affairs Division and 45 Domestic Tax Department) participants (Uganda Revenue Authority Monitoring and Evaluation Report URA, 2012).

3.4 Sampling design, method and sample size.
3.4.1 Sample Size.
The sample size was 59 respondents selected based on Krejcie & Morgan (1970) sampling model attached in Appendix 1.

3.4.2 Sampling Method
Participants were selected using disproportionate stratified random sampling and further purposive sampling.

3.5 Data collection
3.5.1 Data sources
This study used both primary and secondary data sources. Primary data was obtained from the administered interview guide, while secondary data was obtained from already established sources like business journals and reports.
3.5.2 Research Instrument
An interview guide was used during the collection of data.

3.6 Data Analysis
Data collected was coded, cleaned, collated and then analyzed accordingly.
The data was grouped, categorized and then analyzed through content analysis.

3.7 Limitations to the study
The researcher had felt that some respondents would fear to disclose information this was overcome by convincing them of confidentiality and anonymity.

There was limited time to conclude the assignment. However the researcher went an extra mile with sleepless nights and day offs at work in order to complete the report on time.
CHAPTER FOUR
INTERPRETATION OF FINDINGS

4.1 Introduction
This chapter presents the findings of the study and presented based on the objectives stipulated in Chapter One (1) of this compilation. The findings are presented thematically using both graphical illustrations and citations based on the responses provided by the different responses.

4.2 Demographic Characteristics
Under this section the demographics on gender and age bracket are presented.

Figure 4.1: Demographic characteristics

Source: Primary Data
From figure 4.1 above it is clear that 32.2% of the male and 13.6% of female are below 30 years, 13.6% of male and 20.3% of female are between 30-40 years and 15.3% of men and 5.1% of female are above 40 years.

4.3 Nature of resource allocation
Participants different perceptions, understanding and more so interpretation of resource allocation and the findings are presented and interpreted below
Gauging the respondents’ feel of the resource and from the responses it was found out that 33.90% within PCA and DT understand resources to be both finance and Human resources followed by 30.5% of staff who understand resources as Human resources as compared to 25.42% of the staff within PCA and DT department understanding resources as mainly the financial resources helping any organization run its operations. Above is a figure showing more results.

According to some Domestic Taxes department staff, resources can’t be looked at in one aspect but in two dimensions of Human Resource and Finance Resources as argued by one of the respondents

“So while Uganda Revenue Authority may mobilize the financial resources to run its operations and succeed in reaching its mandate of revenue collection, the human resources should also be considered – therefore resources are both the finance and human facilities available and accessible for any institution to do its work”

Domestic Taxes Officer, Compliance Management Division
Further inquiries made amongst respondents on their perceptions about what the terminology Resource allocation refers to especially in the context of Uganda Revenue Authority, it was found out that different staff had divergent responses that include those mentioned in the Figure 4.3 below.

According to the figure 4.3, there are three schools of thoughts to nature of resource allocation as perceived by the staff. While 57.6% of the URA staff believe that in URA the nature of resource allocation is mainly appropriation of available resources by departments based on the annual operational plans priorities, their counterparts argue based on different opinions.

"Because of the many demands of Uganda Revenue Authority across all the departments, I do believe the Nature of Resource allocation is more of lobbying and solicitation of resources. Where different Management teams and their supervisees have to use all means to ensure that their priorities are considered in the thin budget."

Response from a Public Corporate Affairs Staff
Selected managers are in agreement with some other staff of the divisions that were interviewed and introduced slightly another angle that insists that resource allocation takes on the nature of mobilizing of the resources at all levels at 8.5%.

Majority of the management team that were interacted with seemed to agree that the resource allocation for Public Relations takes on the above dimension discussed in Section 4.3.2 however the argument was further curtailed by mentioning that it depends on the activities.

**Figure 4. 4: Resource allocation for different activities**

Further inquiries made amongst respondents on the nature resources allocations refers to the planned and unplanned activities in URA Public relations function as shown below.

![Resource Allocation Graph](image)

**Source: Primary Data**

The study found out that when activities are planned then management will appropriate resources as compared to when activities are unplanned but urgent then more efforts will be directed to lobbying and solicitation and when the PR activities are Unplanned but not urgent efforts will be put into mobilization of resources.

According to the respondents, the highly prioritized activities that contribute the revenue collections are mainly taxpayer Education, Publicity and Public relations, Sports and Games, Tax payer Appreciation day and Clothing and Uniforms among others.
Once an activity has been planned for and within the annual operational plan then the needed resources will be appropriated for that specific activity (see figure 4.4) however if an activity is not planned for more so not as urgent that resources have to be lobbied and solicited for through the available channels. What isn’t normally considered in Uganda Revenue Authority especially in the Public Corporate Affairs segment are the unplanned activities, the parties involved have to mobilize through all channels for the resources.

Participants were further asked on adequacy of resource allocation amongst the different respondents and the findings are presented and interpreted below.

**Figure 4.5: Adequacy of Resource Allocation**

- Insufficient resources are availed: 45%
- What is needed is availed: 22%
- Just enough resources are availed: 13%
- More than enough is availed: 10%
- Not sure: 10%

*Source: Primary Data*

From the discussions with the respondents, it was noted that the public relations function has been allocated insufficient resources in comparison to what it meant to be executed within the each financial year yet it has the potential to contribute to revenue collection (see figure 4.5).
It was further found out that, there was another group of respondents that felt that more than enough is provided to the division to operationalize their activities and other related projects to communicate and respond to URA clients and other stakeholders. When further asked it was established, the response was based on the ideology explained below:

“Organizations world-over will never have the said enough resources, it is entirely up to the management of the different departments or units that have to use that the available resources are optimally used to meet the set targets and objectives”

*Domestic Taxes Manager, URA*

To validate the argument above, a further analysis was done using the secondary data obtained from URA budget allocations for the last financial year starting FY2011/12 to FY2013/14 Attached in Appendix 2. It was confirmed based on the variance analysis computed that the Public Relations actually be appropriated inadequate resources in relation to the amount of activities that are needed to be executed (Appendix 2).

### 4.4 The contribution of Public relations function.

The overarching goal and objective of each department and section within Uganda Revenue Authority is to contribute to the main corporate goal summarized in its vision of being “a model of best practice and innovation in revenue services”. To this effect, an external assessment was made by the Domestic Tax respondents and an internal assessment was made by selected Public Corporate Affairs respondents to ascertain the contribution of the division to the mission and goal and the findings are presented below.
According to 9% of the PCA staff interacted with, the Public Relations office in Uganda Revenue has contributed to the supporting the organization achieve its objectives smoothly and further probing didn’t yield the specificity needed to ascertain this assertion (See figure 4.5 above)

It was found out that 34% of the respondents from the PR division itself believe that over the years they have been able to establish client relationship making it easy for them to comply with their tax obligation.

The external assessment was mainly made by the Domestic Taxes Department (DTD) respondents with whom the PCA staffs have often executed their operations with extensively and collaboratively. The DTD respondents provided almost the same
responses as those of their counterparts however the following complimentary facts were mentioned

“Ugandans have always been afraid of Uganda Revenue Authority as an institution but the Public Relation function have been to bridge the gaps that has long existed between us and our valued Clients”

Domestic Taxes, Service Management Officer

“Every year new tax measures and policies are introduced which often face resistance and are rejected yet revenues have to be collected for the service delivery. Our Public Relations team has been able to educate our clients which provides a safe landing for revenue collections”

Domestic Taxes, Service Management Supervisor

When further queried to ascertain what the contribution that the Public Relations would make in the near future if they were fully resourced in all means, majority of the respondents mentioned that investing in Public relations would help the organisation to achieve its objectives effectively.

“Public Relations is not creating good image for a bad team. Since false image cannot be sustained for a long time. Though the organisation products or services are good it need an effective Public Relations campaign for attracting, motivating the public to the product or service or towards the purpose of the programmes”

Public Corporate Affairs, Supervisor

“Without public relations function the organisation is deemed to be lacking a mouth piece through which it can pass on its ideas to the public. The public relations as a distinctive management function helps establish and maintain communication, understanding, acceptance and cooperation between an organization and its publics, it helps management to keep informed on and responsive to public opinion”

Domestic Taxes, Service Management Supervisor
4.5 Alternative Resource Avenues

Participants were asked to identify other funding sources that Uganda Revenue Authority would embark on to ensure that they access alternative available avenue for resource allocation revealed that the proper documentation and source mobilization through projects would be a certain mechanism for accessing funds.

Figure 4. 7: Showing other alternative sources of resources.

36% of the respondents noted that the PR function with its independence should be in position to solicit funds from international agencies for example the International Monetary Fund; World Bank through Grants in order to enable it meets its targets. In terms of human capital resource allocation, 20% of the respondents suggested a decentralization mechanism of the PR function such that every division has an in-house PR professional who may coordinate with the central team on the different PR activities in the area. 32% of the respondents suggested that resources could be solicited from projects in order to enable project funders provide financial support to the different activities. 12% suggested that the department may seek sponsorship from different organizations like Civil society Organizations, International bodies like public relations associations in the western world.
CHAPTER FIVE
DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter presents discussions, recommendations, conclusions and areas for further research.

5.2 Discussions.
5.2.1 The nature of Resource allocation.
The findings established that the much required nature of public relations is the financial resources. This implies that the PR function has been constrained by limited resources which have greatly hindered its performance. From the study resource allocation issues can be particularly challenging for organizations where resources are not enough to meet its objectives this is in line with (Cutlip, Center & Broom, 2010).

It was also observed that in the financial years 2011-2014 there was an increasing variance of resources allocated in relation to the quantities of activities assigned. (Appendix 2). It is on because of these gaps that the department has not been able to meet its functions over the years. The study revealed that allocation of resources to PCA will fully increase the overall organizational goal and this is emphasized by (Pondy, 2005) who states that the importance of resource allocation activities has long been recognized by management scholars as well as economists.

It was also established that the number of human resource has been declining over years for example according to the staff database, quiet a number of staff have been leaving the PR function for reasons that may be outside the researchers’ scope.

5.2.2 The Contribution of Public relations function.
From the study, the finding indicates that the public relations function has been able to contribute to URA through a number of initiatives that include; establishing relationships between the organization and the public. supporting and maintaining mutual lines of communication, helps in the implementation of public policy, enables the Institutions to understand the attitudes and values of their publics in order to achieve institutional goals,
helps the organization to achieve its objectives effectively and smoothly and carries out Tax education and sensitizations – these are all functions that are underscored by Bowen (2006)

In order to gain a strategic management role in the organization, the public relations function must show its value to management. Hambrick (2009) agrees with this establishment of the study however a supplementary argument is presented that coping with uncertainty is the basis for demonstrating value. Technology, workflow, and external environments all contribute to creating uncertainties and, therefore, strategic contingencies.

It was also established that excellent public relations should help an organization cope with the uncertainties however this can be achieved only with data and useful information. Information theory posits that data are only useful in as much as they reduce uncertainty. When the public relations function provides information and feedback about stakeholder needs and expectations, it performs a critical task for the organization that is unique to its function. Saunders (2011) suggests that reducing uncertainty, performing a critical task, and being no substitutable and pervasive all contribute to the influence of any function in an organization

5.2.3 Alternative resource avenues
The finding established the need for more alternative sources of resources that would enable the performance of the PR function and they are discussed as below;

Financial investors, particularly institutional investors, have to be looked to as a potential source of financing for ‘gap sectors’. Institutional investors, for example, are estimated to hold between $75 and 85 trillion in assets. More broadly, institutional investors have exhibited a long-term outlook in their investments, which is manifest in both the volatility of international capital flows to developing countries (United Nations, 2013). Such financial investors may be utilized to fund some of the PR function and therefore reduce of the resources that would otherwise finance such activities.
The organization may come up with a technic where by some of its projects are handled as projects, this will enable it obtain project funds as there are many project funders on the globe. This may be done in form of public campaigns with clear objectives. A public–private partnership (PPP) is a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies. PPP involves a contract between a public sector authority and a private party, in which the private party provides a public service or project and assumes substantial financial, technical and operational risk in the project. In some types of PPP, the cost of using the service is borne exclusively by the users of the service and not by the taxpayer. In other types (notably the private finance initiative), capital investment is made by the private sector on the basis of a contract with government to provide agreed services and the cost of providing the service is borne wholly or in part by the government. Government contributions to a PPP may also be in kind (notably the transfer of existing assets). In projects that are aimed at creating public goods like in the infrastructure sector, the government may provide a capital subsidy in the form of a one-time grant, so as to make it more attractive to the private investors. In some other cases, the government may support the project by providing revenue subsidies, including tax breaks or by removing guaranteed annual revenues for a fixed time period.

A key motivation for governments considering public private partnerships is the possibility of bringing in new sources of financing for funding public infrastructure and service needs. It is important to understand the main mechanisms for infrastructure projects, the principal investors in developing countries, sources of finance (limited recourse, debt, equity, etc.), the typical project finance structure, and key issues arising from developing project financed transactions. Some governments utilize a public sector comparator for calculating the financial benefit of a public private partnership. This option may also be utilized in order to obtain more resources.

This is in line with (Bowen, 2006) remarks that PR functions should be enterprising enough not only to rely on its internal budget allocation but also to improvise any possibilities of obtaining more funding. The respondents believed that this will reduce on
resource utilization by the PR function. The need for decentralization of the PR function was also suggested by (Hazleton, 2009).

5.3. Conclusions
5.3.1 Nature of resource allocation
The public relations function should be availed more resources in terms of finances and human capital resource in order to enable it meets its objectives.

5.3.2 Contribution of the Public relations function.
The public relations function plays such a major role in an organization among others include Establishing relationships, establishing and maintaining mutual lines of communication, implementation of public policy, helping Institutions to understand the attitudes and values of their publics in order to achieve institutional goals and Helping the organization to achieve its objectives effectively and smoothly.

5.3.3 Alternative Avenues for Resource allocation
The alternative avenues for resource allocation as suggested by the respondents included grants, projects, sponsorship, and decentralization of the resources among others.

5.4 Recommendations.
5.4.1 Nature of resource allocation.
From the research findings and documentary reviews, the researcher recommends for more resource allocation to the PR function of the Uganda Revenue Authority in order to enable it meet its increasing obligations. The researcher proposes for both human and financial resources because the organization has fallen short of both.

5.4.2 Contributions of Public relations.
The communication function looks at all the stakeholders in the organization and uses a variety of tools and tactics to enhance relationships with these publics. At its best, the communication function uses research and monitoring methods to keep a finger on the pulse of internal and external perceptions of the organization. It uses a variety of
communication channels to enhance the organization’s reputation. And most importantly it provides strategic counsel to the organization’s leaders to help the team make better decisions. This therefore implied that the communication function should be taken serious and strategically assigned tasks to enable it archive the desired targets.

The researcher also suggests that there should be a need for decentralization of the public relation function. Organizations that scored high had a culture that was participative rather than authoritarian. An organization’s formal structure can often predict how much participation occurs in making decisions. Organizations that have very centralized and formal structures keep the decision-making function in the hands of a few top managers. Such hierarchical structures often have difficulty dealing with dynamic external environments, because their insulated structures are slower to respond and depend on few voices for making decisions. Robbins argued that centralization is the most detrimental factor impeding organizational effectiveness. As L. Grunig summarized, decentralization “has the advantages of reducing the probability of information overload, providing more voices in the decision-making process, responding rapidly to new information, instilling motivation, and helping train managers to make good decisions.” Mintzberg identified two decentralization strategies to help organizations deal with dynamic environments: vertical and horizontal. Vertical decentralization is delegating formal decision-making power downward through the chain of command, so that the person closest to the situation can make the appropriate decision.

5.4.3 Alternatives Resource Avenues

It is recommended that the function may utilize the fruits of public private partnerships in that the private sector may help to support some PR projects that may be financially demanding and cannot be actually financed by the government alone. The researcher also recommends obtaining some funding from the World Bank and the Inter monetary fund to enable the function operate without hiccups that may be detrimental to its performance.
5.5 Areas for further research

1. The study was qualitative and cross-sectional in nature; other possible areas of further study could be quantitative and longitudinal in nature.

2. This study only explores one unit and other studies could be organizational, exploring resource allocation in the entire organization.

3. This study only explains resource allocation; other studies could explore other factors that affect public relations in the organization.
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APENDIX 1

SAMPLE SIZE DETERMINATION TABLE

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APENDIX 2

Table showing a review of financial resource allocation to the Public Relations Function in URA

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<th>Variance</th>
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<td>2013-2014</td>
<td>5,164,478,317</td>
<td>3,278,700,500</td>
<td>1,885,777,817</td>
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</table>

Source: URA research statistics publication 2013
APENDIX 3

INTERVIEW GUIDE

I am a Master’s student of Business Administration at Makerere University. The focus of my research is resource allocation for public relations a case study of Uganda Revenue Authority. Areas of interest are the assessment of the nature of resource allocation, examine the contribution public relations function and to identify possible alternative resource avenues available to URA to facilitate Public Relations.

As a policy maker and or as an implementer your views are very important. This survey will ensure confidentiality and anonymity. No individual will be identifiable at any stage of this research.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

What is your gender (Sex)?

[ ] Male
[ ] Female

How old are you?

[ ] 20-30 years
[ ] 41-50 years
[ ] 31-40 years
[ ] Above 50 years
[ ] Other __________
SECTION B: NATURE OF RESOURCE ALLOCATION

1. How do you understand by the term resource allocation?
   a) Understanding of resources
   b) Perception of resource allocation in URA
   c) Adequacy of Resource allocation

SECTION C: CONTRIBUTION OF PUBLIC RELATIONS FUNCTION

1. What is the contribution of Public relations in Uganda Revenue Authority?

SECTION D: ALTERNATIVE AVENUES OF RESOURCES

1. What avenues can the Public relations function utilize in order to obtain more resources?

THANK YOU SO MUCH FOR YOUR TIME AND RESPONSE