FACTORS INFLUENCING THE IMPLEMENTATION OF RESULTS BASED MANAGEMENT IN GOVERNMENTAL ORGANIZATIONS:
A CASE OF MINISTRY OF LANDS, MURANGA COUNTY

BY

WAIRIMU SYLVIA

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SPRING, 2015
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A Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters of Business administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SPRING, 2015
STUDENT’S DECLARATION
I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________ Date: ___________________________

Sylvia Wairimu  ID. No: 621516

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________ Date: ___________________________

Dr. Zachary Mosoti

Signed: ___________________________ Date: ___________________________

Dean, Chandaria School of Business
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I give all the glory to God for His favour and grace in undertaking this research project.

I would like to extend my sincere and heartfelt gratitude towards my supervisor, Dr. Zachary Mosoti for his constant guidance and patience, timely feedback and invaluable advice while undertaking the project. His guidance and insight has helped me immensely and I could not have imagined having a better supervisor for my project.

I am also grateful to the respondents of my research at the Ministry of Lands Muranga County for their assistance and cooperation that has ensured the timely completion of my project.

I am debtly indebted to my family, my mum especially, for unwavering support and encouragement that has helped me accomplish this research.
DEDICATION

This research project is dedicated to my lovely Mother, my rock and source of inspiration, who has always urged me to pursue my dreams.
ABSTRACT
The main purpose of the study was to examine the factors that influence the implementation of results based management in governmental organizations in Kenya. The research was guided by three research questions. The first research question examined how organizations support mechanisms affect the implementation of results based management in governmental organizations in Kenya. The second research question sought to examine how an organization’s culture influences the implementation and performance of results based management in governmental organizations. The last research question investigated how implementation strategies influence the implementation of results based management in governmental organizations.

The research design that was used to collect information was a survey whereby questionnaires were issued to the respondents selected from Ministry of Lands, Murang’a County. Stratified sampling technique was used to select the sample size. Forty-five (45) respondents from a population of one hundred and twenty seven (127) staff working at the organization were chosen. However, only 36 responded giving it a response rate of 80%. Data was analyzed using Microsoft Excel and results presented with the aid of pie charts, bars and tables. This tool allowed for data manipulation and ease of interpretation during the presentation of data.

The study findings revealed that organisation support mechanisms greatly affect the implementation of Results Based Management (RBM) in governmental organisations. These include new institutional policies and procedures, proper guidelines, organized central databases that are easily accessible, learning culture, staff training and making available information on RBM to staff. Regarding the effect of organization culture on the implementation and performance of Result Based Management, the study found that a strong organisational culture is essential for the effective implementation of RBM. Finally, on the effect of implementation strategy performance of Result Based Management, the study established that the implementation strategy chosen by an organization determines the success of RBM.
The study findings revealed that lack of consistent reporting on projects and tasks in a consistent and timely manner in governmental organisations negatively influences the implementation of Results Based Management. Similarly, it was established that reporting results at the management level dependent on overall organisation goals as well as organisation performance, which is evaluated based on the achievement of the organisation goals in accordance to the objectives and goals set up the organisation affects the successful implementation of Results Based Management.

In conclusion, the research findings on how organization support mechanisms affect the implementation and performance of RBM in governmental organizations led to the conclusion that the following support mechanisms affect its’ implementation. They include: proper guidelines, new institutional policies and procedures, central built databases which are organized timely, and easily accessible, emphasis on learning about results based management, prioritizing staff training and availing information on results based management to their managers. In addition, an organization’s culture that encourages accountability and delegation influences the effective implementation of RBM. The findings also established that RBM should begin with a strategic planning process in mind that aims to identify strategic priorities aligned to the objectives, goals and targets of the organization and to work towards establishing a strategic results framework.

In light of the findings, it was recommended that governmental organizations need to empower managers and hold staff accountable for achievement of results within their sphere of control. There is also need to delegate authority to staff and develop a culture of accountability which will empower them with the flexibility to make corrective adjustments, hence shift resources from poorer to better performing activities. It was also recommended that organisations are better placed to achieve the desired goals by assisting employees in defining areas of responsibility and exploring personal and organizational expectations. It was also recommended that assisting employees in setting realistic objectives that clearly state the results expected of them will improve the implementation of Results Based Management (RBM) in Organisations. The study further recommends that Governmental organizations need to conceptualize process-oriented thinking improve internal processes for the successful implementation of Results Based Management.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

According to Kusek (2004), a Result Based Management (RBM) strategy can be defined as a management strategy that solely focuses on performance and achievement of outputs, outcomes and impact while using feedback mechanisms to achieve goals. Results-based management strategy requires all actors on the ground to contribute directly or indirectly to achieving a set of development results and ensuring that their processes, products and services contribute to the achievement of desired objectives. Organization for Economic Cooperation and Development and Development Assistance Committee (OECD-DAC) (2006) defines a results based management as a management strategy that focuses on performance and achievement of outputs, outcomes and impacts. It requires monitoring and assessment of progress towards results while reporting on performance. This results into timely achievement of relevant goals and objectives through planning, systematic implementation and resource usage, performance monitoring, measurement and reporting as well as systematic use of performance information to improve policy decision making and program performance at all levels. It emphasizes the importance of achieving results through systematic goals and objectives and clearly states how results should be attained (McAllister, 2009).

Providing an increased focus from inputs to actual results has been a key objective of most reform activities in governmental organisations (Mayne, 2007). Different countries have adopted varied approaches to public sector reform which all differ in contexts, cultures and capacities. However, despite the differences, there still exist similarities in terms of the overall thinking behind the need for public sector reforms. This is due to the need to build more of a results orientation into management processes. As approaches to reform have matured, there are substantial similarities with respect to issues and challenges that have been encountered to date.
Due to claims of public sector reform, there has been unexpectedly little evaluation to assess its suitability and effectiveness.

According to Mayne (2004), a result is the “raison d’être” of an intervention. A result is a describable and measurable change in state due to a cause and effect relationship induced by that intervention. When outputs produced further the purpose of intervention, then a result has been achieved. The expected results should be solutions to problems identified and thus focus on changes that the intervention is expected to bring about. Nevertheless, it is not under the control of an implementation team and relates to the use of outputs by intended beneficiaries (Mayne, 2007). Results-based management has been in existence for several decades as a management practice in public administration. The approach of thinking logically what an organization is trying to achieve and how to measure its performance was popularized by early strategic thinkers. RBM lies on explicitly defined accountability for results and requires constant monitoring and assessment of progress and milestones towards results, including reporting on performance (McAllister, 2009).

The Results Based Management (RBM) approach has been adopted by various countries as a strategic performance planning tool (McAllister, 2009). It was first introduced in Malaysia in 1990 and has since been adopted in a number of countries such as India, Philippines, Namibia, Mauritius, Bhutan, Nepal, Bangladesh, Pakistan, Botswana, Vietnam, South Africa and Kenya (World Bank, 2000). According to Cooley (2003), it is a system that requires its elements to work effectively and efficiently and most importantly cohesively. If one of aspect of the system does not work, it lessens the effectiveness of the overall system. Relevant resources, workable management, accountability systems and knowledge management must be in place to support results based management. Over the years, leading management thinkers have advocated for governments and public institutions to take steps to manage their performance and results.

In the Organizations for Economic Co-operation and Development (OECD) countries, donor agencies demand performance measurement of the entire project that is funded at two levels: both a project's implementation progress and with results achieved. These two broad types of
project performance measurement can be distinguished as implementation measurement which is concerned with whether project inputs (financial, human and material resources) and activities (tasks, processes) are in compliance with design budgets, work plans, and schedules, and results measurement which focuses on the achievement of project objectives (i.e., whether actual results are achieved as planned or targeted). Results are usually measured at three levels -- immediate outputs, intermediate outcomes and long-term impacts. Whereas traditionally the development agencies focused mostly on implementation concerns, as they embrace results based management their focus is increasingly on measurement of results. Moreover, emphasis is shifting from immediate results (outputs) to medium and long-term results (outcomes, impacts) (Werner, 2003). Result based management was first introduced in Malaysia in 1990 and has been adopted in several countries such as India (Kerala), the Philippines, Namibia, Mauritius, Bhutan, Nepal, Bangladesh, Pakistan, Botswana, Vietnam, and South Africa, and Kenya (World Bank, 2000).

Among the non-government actors, the Council of Global Environmental Facility (GEF) approved the application and implementation of a results-based management framework for GEF-4, incorporating monitoring and reporting at three levels: institutional (organization); programmatic (focal area); and project at its December 2007 meeting (OECD, 2006). The council acknowledged that it was necessary to introduce a results-based approach aims to improve management effectiveness and accountability by “defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance. At the seventh meeting of the Adaptation Fund Board, the Board approved the Operational Policies and Guidelines for Parties to Access Resources from the Adaptation Fund (AFB/B.7/4, September 2009) subject to the adoption and implementation of a Results-based Management (RBM) framework to support the Strategic Priorities of the Adaptation Fund (McAllister, 2009).

Within the non-government organization circles, a results-oriented approach aims at improving project/program management effectiveness and accountability by defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance. The basic purposes of results
based management systems in the donor agencies are to generate and use performance information for accountability reporting to external stakeholder audiences and for internal management learning and decision-making (Mayne, 2007).

The key elements of results-based management are: identification of clear and measurable results for example the aim of the project; including the expected outputs, outcomes and impact. This follows with selection of indicators to measure progress towards each output, outcome and impact while setting targets for each variable that is used to judge performance. Systems are then used to collect data on actual results while comparing them to the targets. It is vital to collect any additional information that may be needed to effectively evaluate project performance (DevInfo, 2009).

The public sector in Kenya has been accused of paying little attention to results and inefficiency. This is because of a multitude of reasons unique to the public sectors that contribute to this: short time frame of political appointees; political leaders’ emphasis on symbolic benefits rather than effectiveness; lack of reward for effectiveness; the lack of competition as a prod for effectiveness; and many more (Allison, 1980). These obstacles must be overcome for results-based management to succeed. It is imperative that all stalk holders within institutions instill reasons for both managers and workers to care about results. System-embedded incentives aim to produce tangible goals, so that employees can evaluate what actions leads to the greatest rewards. This should be an action that most directly advances the agency’s result-oriented goals (Allison, 1980).

In the past, governmental ministries and departments within the country have directed their attention on inputs (what they spent), activities (what they did), and outputs (what they produced). However, this failed to tell them whether or not they were achieving their goals toward solving the problem they had set out to resolve. Thus these initial issues often remained unaddressed once projects were completed. Modern management nonetheless requires that we look beyond activities in order to focus on actual results: the changes created, and contributed to by our programming. Through establishment of clearly defined expected results, collection of information to evaluate progress and undertaking corrective action, practitioners can supervise
their projects or investments so as to maximize achievement of development results, which will eventually lead to sustained improvement in the lives of people in Kenya (DevInfo, 2009).

1.2 Problem Statement

Kenya’s public sector has undergone a lot of transformation in the last decade. These changes comprise of retention of employees, focus on performance improvement, structural adjustment programme and the implementation of results-based management. The Kenyan government introduced results based management approach in 2005 after realizing that massive retrenchments only had a negligible impact on the efficiency and effectiveness of the civil service (Ogot, 2006). From 1993 to 2002, the Government had retrenched more than 100,000 civil servants in different public institutions (Ogot, 2006). However, no tangible results came out of this move. The Government decided to shift the public service towards a more result oriented approach between 2006-2008 through the introduction and facilitation of a holistic results based management approach which was dubbed ‘Results for Kenya’ programme (Kinoti&Mudaliar, 2009). Through this initiative, the Government aimed to enhance efficiency and improve performance in all government departments and ministries. The image of the public service was very negative during this time and this move also intended to reverse this tarnished image of the public service. Nonetheless, since the introduction of this initiative, governmental ministries and departments in the country are yet to produce the expected results (DevInfo, 2009). This research therefore focused on the factors that influence implementation and performance of results based management in Ministry of Lands, Muranga County.

1.3 Purpose of the Study

The purpose of this study was to establish the factors that influence the implementation and performance of Results Based Management (RBM) in governmental organizations in Kenya.
1.4 Research Questions

The research questions which guided the study were:

1.4.1 How do organizations support mechanisms affect the implementation and performance of Results Based Management in governmental organizations?

1.4.2 How does organization culture affect the implementation and performance of Results Based Management in governmental organizations?

1.4.3 To what extent does the implementation strategy influence the implementation and performance of Results Based Management in governmental organizations?

1.5 Significance of the Study

The research study will be significant to a number of players including:

1.5.1 Governmental Institutions

The study will enable governmental institutions understand and appreciate factors that affect the implementation of Results Based Management in their organizations. This will enable these organizations seek appropriate mechanisms to enhance the positive factors while addressing the shortcomings.

1.5.2 Parastatals

The study will enable Parastatals in Kenya establish the factors that influence the implementation and performance of Results Based Management framework in governmental organizations in order to translate and implement the recommendations to their organizations.

1.5.3 Researchers and Scholars

The study will serve as background information to research organizations and scholars who will want to carry out further research in this area. It will identify factors that influence the implementation and performance of Results Based Management, which if understood, documented and captured, would make it possible to improve performance in the public sector.
1.6 Scope of the Study
This research was limited to investigating the factors that influence the implementation and performance of Results Based Management in governmental organizations in Kenya with a focus on Ministry of Lands in Muranga’ County. The research study covered issues relating to organization support, management accountability, organization culture, stakeholders’ participation and implementation strategy and their influence on the implementation and performance of results based management in governmental organizations in Kenya. This research was conducted over a period of three months, October-December 2014. The limitations encountered in this study were cost and time factors. Due to the distance from Muranga to Nairobi, the high transport expenses incurred by the researcher were unanticipated. The researcher therefore had to curtail movement and meet as many respondents as possible while in Muranga. In addition, the time taken to acquire clearance to conduct the study by the relevant Government Ministry delayed data collection. Nevertheless, a consent letter from the University speeded up the clearance.

1.7 Definition of Terms

1.7.1 Results Based Management (RBM)
A management strategy by which an organization ensures that its processes, products and services contribute to the achievement of desired results (outputs, outcomes and impacts) (Cooley, 2003).

1.7.2 Results Chain
The causal sequence for a development intervention that stipulates necessary series of activities required to achieve the desired/ set objectives – beginning with inputs, activities and outputs, and culminating in outcomes, impacts and feedback (McAllister, 2009).

1.7.3 Logical Framework (Logframe)
Management tool used to improve the design of interventions and consists of four steps, establishing objectives, establishing causal linkages, identifying assumptions and evaluation. Establishing causal linkages involves the identification of strategic elements (inputs, outputs,
outcomes and impact) and the assumptions and risks that may influence success and failure. This therefore facilitates planning, execution and evaluation of a development intervention (Mayne, 2007).

1.7.4 Outcome Evaluation
An outcome evaluation measures changes that occur as a result of a programme and seeks to investigate whether the programme has shown demonstrable effects on specifically defined target outcomes (Sida, 2003).

1.7.5 Performance
This is the degree to which an organisation accomplishes a given task according to specific criteria/standard/guidelines or achieves results in accordance with stated plans and measured against prest known standards of accuracy (Cooley, 2003).

1.7.6 Performance Monitoring
This is an ongoing process of collecting and analyzing data for performance indicators. This evaluates how well a policy or development initiative is being implemented against expected objectives and goals (Helgason, 2004).

1.7.7 Performance Measurement
This is a system that assesses the performance of development interventions or policy reforms relative to the set out objectives and goals in order to evaluate the outcomes. Performance measurement relies upon the collection, analysis, evaluation, interpretation and reporting of data against performance indicators (McAllister, 2009).

1.8 Chapter Summary
The chapter examined the background of the study, the statement of the research problem and the objectives of the research study. It also provides the research questions, significance of the study and the scope. Chapter two reviews literature which is related to and consistent with the objectives of the study. The third chapter covers the research methodology which was used in the
study while the fourth chapter presents the study findings. Chapter five presents a summary, discussion and conclusions made on the findings as well as recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The main purpose of this study was to establish the factors that influence the implementation and performance of results based management in governmental organizations in Kenya with a focus on Ministry of Lands, Muranga County. This chapter presents the theories, variables and concepts that are relevant to the study. Furthermore, previous research will be highlighted that has examined the factors that influence the implementation and performance of results based management in governmental organizations.

2.2 Effect of Organization Support Mechanisms on Results Based Management

According to Helgason (2004), institutionalizing new policies and procedures which are appropriate and supportive of result based management has to take place for the successful implementation and performance of RBM in organisation. Werner (2003) notes that successful implementation requires that governmental organizations have in place proper established internal processes and activities which will support and guide effective implementation, application, performance measurement of management systems. These diverse activities and processes include: institution of central units which will provide technical assistance to decentralized units, re-engineering of training initiatives, preparation of best practices guidance materials on various aspects of establishing results based management systems; building central databases with consistent, organized, timely and accessible performance information; developing conceptual frameworks, planning and reporting formats, and various other tools, tips and techniques designed to assist managers to effectively implement performance measurement and management systems.

Other mechanisms that aid in the successful implementation of RBM in addition to effective internal process and procedures include: the institution of mechanisms that will hold organization
managers and staff accountable for achieving results within their control. The delegation of authority to the management level being improves accountability which in turn empowers the staff and accords them the flexibility to implement corrective adjustments and shift resources from poorer to better performing activities that propel the organisation forward (Teplova, 2003). Consultation with and developing a responsive attitude to a project clients in regards to their preferences and level of satisfaction with services provided; including partners (agencies and beneficiaries) that have an interest in achieving the set objectives in all aspects of performance measurement and management processes (Sida, 2003).

The implementation strategy also incorporated the clarification of new operational procedures, roles and responsibilities which in turn assisted managers in the effective implementation of performance processes and measurement by providing proper training and technical assistance, establishing new performance information databases, developing guidebooks which contained best management practices (Poate, 2001). The facilitation of changes in the organization’s culture, that is the values, attitudes, and behaviors of its personnel required the effective implementation of results based management (Weaving and Thumm, 2009). For example, managers should instill commitment to more honest and open performance reporting, re-orientation away from inputs and processes towards results achievement and encouraging a learning culture grounded in evaluation (Cooley, 2003). Other, additional measures include organizations can support their internal organizational efforts to establish effective RBM systems by offering staff “reengineering” training, counseling, technical assistance, supplementary guidance and tools, etc. Some organizations have created central units to “champion” RBM efforts and to provide various types of support to the agency.

Organisations can also support their internal organizational efforts to establish effective RBM systems through offering staff reengineering training, counseling, technical assistance, supplementary guidance and tools. Some organizations have gone to the extent of creating central units to push RBM efforts and provide various types of support to the agency. The effective establishment of successful RBM requires proper coordination of operational policies and procedures which should be spelt out in clear and explicit statements on roles and
responsibilities that indicate delegation of responsibilities for different aspects of the systems and procedures (Poate, 2001). An important element of results-based management involves the identification, development and management of capabilities (people, systems, resources, structures, culture, leadership and relationships) which are all essential for effective planning, delivering and assessing results. What are equally important also are proper systems for monitoring and internal verification of results (Sida, 2003). In development co-operation, RBM has to be built on mutually beneficial partnership based culture hinged on trust among the stakeholders involved in a development intervention (Hanna, 2007). It is expected that national authorities exercise leadership and ownership, while donor agencies play an actively supportive role. The extent of beneficiary participation as partners in the development intervention is encouraged but will vary according to circumstances and the prevalence of good governance and democracy (OECD-DAC, 2006).

Organisations support mechanisms takes into consideration the nature of the partnerships in the development intervention (Poate, 2001). Where strong partnerships are present, a development intervention starts with shared performance expectations, continues with shared management decision-making and leads eventually to a shared accountability (Kinoti and Mudaliar, 2009). Other key factors include the number of the partners involved, the extent of their participation in the design and planning of the development intervention and the degree of management decision-making authority they can exercise over implementation decisions. Establishing the appropriate level of accountability vis-à-vis the results chain is thus necessary and beneficial to the organization (Mayne, 2007). The implementation and performance of RBM requires the institutionalizing new policies and procedures which are relevant and supportive of result based management (Helgason, 2004).

Result based Management (RBM) generally starts with a strategic planning process that identifies strategic priorities aligned to the mandate of the organization and to global goals or targets, towards establishing a strategic results framework. The framework enables an organization to translate its mandate and strategy into tangible results to support ongoing planning, management and results monitoring and measurement (OECD-DAC, 2006). Successful implementation of RBM is dependent on the organization’s ability to create a management
culture that is focused on results. It requires more than the adoption of new administrative and operational systems. An emphasis on outcomes requires first and foremost a results-oriented management culture that will support and encourage the use of the new management approaches (McAllister, 2004).

2.3 Effect of Organization Culture on Results Based Management

According to Ogot (2006) no organization has a pure culture, though almost every successful organization has a core culture that sets its apart. A core culture is one that is central to the proper functioning of the organization, forming the nuclear core on which an organization operates in order to thrive. According to Ogot (2006) there are four main typologies of core culture.

The first typology is the control culture that exists to guarantee accuracy, dependability, certainty and predictability, in a given organization. What is imperative in this culture is the ability to preserve, grow and ensure its success. The framework for informal structure and knowledge spelt out in this culture revolves around the set goals of the organization and the extent to which these goals have been met. An Organization’s goal attainment is essential to this culture (Ogot, 2006). Collaboration culture, which is the second dimension, is premised on synergy which basically exists to ensure close connections with the customers and dedication. Connection between people’s experiences and reality is a fundamental issue in a collaboration culture. The organization forge forward through diverse collective experience of people, from both inside and outside the organization. Therefore, this culture elicits synergistic advantages from people, with an ultimate goal of achieving customer satisfaction (Ogot, 2006).

The third typology which is all about distinction is the competence culture. Competence culture aims to ensure the accomplishment of product and services. This is the culture that is based on and is informed by conceptual system goals of an organization which determines the extent to which an organization’s goals are met (Ogot, 2006). Cultivation culture is the fourth typology which basically entails enrichment of customers. This culture is also about the further realization
of ideas, values and beliefs. It draws a connection between values and ideas of the organization and the extent to which those values and ideas of the organization are being applied. This typology of culture is thus centered on goal attainment (Ogot, 2006).

It is essential to be aware of an organization’s culture because different organizations have different organization cultures. This is vital because the culture defines appropriate and inappropriate behavior. In some cultures, for example, creativity is paramount importance. In others, the status quo is esteemed as compared to others. Cultures are different with some being more socially oriented and others task-oriented i.e business oriented. Other organisations value teamwork while in others individual achievement is esteemed and encouraged. How employees are rewarded may be determined by an organization’s culture. Most organisations tend to focus on dominant sources of motivation for their employees which include pay, status or chances for personal development. An organization’s culture can be defined by accessibility of management and the ways in which decisions are made (Teplova, 2003).

2.3.1 Organization Culture Typologies
A study by Deshpande and Farley (1999) examined and established an association between organisation culture and market orientation. According to Despande and Farley (1999), there are four dominant categories of corporate culture which include bureaucratic culture, competitive culture, entrepreneurial culture, bureaucratic culture and consensual culture. Values relating to accomplishment of goals, creating competitive advantage, attaining marketing superiority and profit maximization were emphasized in the competitive culture. In the entrepreneurial culture, an emphasis was highly placed on innovation, risk taking, dynamism and creativity. Values like formalization, rules and procedures, standard operating procedures and hierarchical coordination were apparent in the bureaucratic culture. This culture was more concerned with predictability, efficiency, effectiveness and stability. Finally, in the consensual culture, tradition, loyalty, commitment, socialization, teamwork, self-management and social influence were fundamental in the organizational values (Rashid, Sambasivan and Johari, 2003).
During studying Indian and Japanese films, it was established that most successful Indian organisations had entrepreneurial culture and Japanese organisations had both entrepreneurial and competitive cultures. This study proved that successful implementation of RBM depends on the organization’s ability to create a results focused management culture (Teplova, 2003). However, RBM requires more than the adoption of new administrative and operational systems (McAllister, 2004). A results-oriented management culture that will support and encourage the use of the new management approaches is equally required (Ramage and Armstrong, 2005). As compared to governmental organisations, the nongovernmental sector traditionally has embraced an administrative culture whose focus is the management and measurement of inputs, activities and outputs whereas a results-oriented culture is focused on managing for the achievement of goals (McAllister, 2004). Organizations therefore have to establish the desired values and behaviors while taking action in order to implement changes while avoiding the adverse ones for example setting low targets or inflating results (McAllister, 2009).

It is important to note that there is a significant difference between an existing organization culture and one that is results oriented culture. Public sector organizations are characterized by high levels of bureaucracy and a compliance culture therefore it would take a well planned and funded change management programme to transform them into a learning organization that utilizes performance information for management decision-making (Ogot, 2006). Public managers should be familiar with and apply the suitable laws, regulations and procedures as well as diagnose problems, design individualized solutions for them and finally develop adaptive implementation approaches (Werner, 2003). Weaving and Thumm, (2009) acknowledge that while this is necessary to create an enabling environment in which RBM can be implemented effectively, organizational change of this degree is complex and time consuming.

Public institutions therefore have to develop and nurture a culture that is proactive and adaptive in regards to how it conducts its business. This could be the establishing of new systems, structures, roles and responsibilities (Poate, 2001). For the successful implementation of results based management to be successful, management should implement changes in organizational culture that would aid in the transition especially internal values, feelings, attitudes and
behaviors of the personnel (McAllister, 2004). Organisations need put a new emphasis on learning and integrating lessons into decisions, focus on the achievement of results rather than the implementation of inputs and processes and develop a new commitment to a transparent performance reporting. It is necessary to help people cope with the changing environment by assisting them to deal with their internal feelings and emotions (McAllister, 2009). A lot of changes especially the cultural ones and those implied by results oriented management systems all require the institution of staff training as well as prioritizing it, improve on knowledge networks and introduction of counseling services, in order for new and better ways of doing business to be effectively and efficiently institutionalized (Mayne, 2007).

It is essential in matters to do with development co-operation that RBM be built on mutually beneficial alliances which should be based on trust among all the stakeholders involved (Hanna, 2007). National authorities should hence exercise leadership accountability and ownership and donor agencies equally play an actively supportive role. The degree of beneficiary participation as partners in any development intervention is highly encouraged but this may vary depending on the circumstances or the prevalence of excellent governance and democracy (OECD-DAC, 2006).

It is important to take into consideration the culture of accountability in the organization when evaluating the nature of the partnerships in development interventions (Poate, 2001). First and foremost, a development intervention starts with shared performance expectations, followed by joint management decision-making and finally leads culminates to a shared accountability (Kinoti and Mudaliar, 2009). Number of partners involved, extent of their participation in the design and implementation of the intervention and the level of management in decision-making authority exercised over implementation decisions are other key factors to be considered. It is therefore necessary and essential for the organisation to establish an appropriate level of accountability vis-à-vis the results chain (Mayne, 2007).

A deeply embedded culture whose focus is on organizational learning and facilitates the drive for the adoption of a RBM approach by organizations is vital (Ramage and Armstrong, 2005).
According to Senge (1990) an organisation should be committed to learning and derive a competitive advantage from both individual and collective learning. He also coined the five disciplines which include systems thinking, personal mastery, mental models, shared vision and team learning. An organisation has to be adaptive and discard old ways of thinking or doing things in order to learn and understand how their organisation functions. This then enables an organisation plan effectively and gets everyone on board (shared vision) which then fosters teamwork that will eventually help achieve that vision (team learning). He presents a scenario how a “pull” to a new future state brings about tension in an organisation which facilitates the need for innovation. In addition, envisioning the future makes it possible for individuals to mesh their individual goals around commonly agreed goals.

In light of the arguments by Senge (1990), it is evident that, RBM facilitates organizational learning culture by channeling performance information to decision-makers through nested feedback loops from continuous performance monitoring, evaluation and audit activities. This creates opportunities for learning at the individual, group and system level to continuously transform the organization or development intervention in a direction that is increasingly satisfying to its stakeholders (Cooley, 2003). Management decision-making processes can then be informed by valid and reliable performance information resulting in greater efficiencies and effectiveness. Most organization in the non governmental sector strive to establish a culture of transparency in the organizations so as to ensure that the benefits of the RBM are fully realized. Therefore, clarity is needed in defining the respective roles and responsibilities of partners for the development intervention, and specifically the implementation of the RBM approach and that affect the organization performance (Helgason, 2004).

2.4 Influence of Implementation Strategy on Results Based Management

Argyris and Schön (1978) developed organisation learning drawing on the works of John Dewey (1938) on learning from experience, as well as of Lewin (1935) on the interaction of people and their different environments as they modify their behavior. The authors discovered that people inquire into issues on behalf of the organization. Their learning thus results from uncertainty or a general mismatch between expectations and the reality. Therefore, the goals and actions are often
directed by unexamined values and beliefs that shape as well as limit their interpretation. In cases where goals have been met, individuals seldom take time to examine the links between actions and outcomes. Feedback received gives an indication whether they acted appropriately or if there is need for adjustments. In situations where expected goals have not been met, there is need for people to evaluate the causes of the mismatch between the expected goals and realized goals. A reflection on tactics without examination of the original way in which the challenge was interpreted is likely to result into what Argyris and Schön (1978) refer to as single-loop learning. Delving deeply into the way their beliefs, values and assumptions caused them to frame the problem would result in double-loop learning. It is thus in order to assume that single-loop learning leads to incremental changes while double-loop learning leads to further questions that tend to reframe the understanding of the entire situation.

The findings in the study adopts the view that reality is socially constructed (Schwandt, 1994) and most people perceive situations they encounter by simply filtering new impressions. Result Based Management (RBM) should begin with a strategic planning process in mind that aims to identify strategic priorities aligned to the objectives, goals and targets of the organization and to work towards establishing a strategic results framework. This framework enables an organization translate its mandate and strategy into tangible results that will go a long way in supporting ongoing planning, management and results monitoring and evaluation (OECD-DAC, 2006).

Sida (2003) notes once strategic priorities are identified, the development of a full-fledged RBM can then be divided into three phases which include: the identification of indicators that would measure achievement of results. These indicators can either be quantitative or qualitative in nature but they should provide a means to measure achievement and provide a way to reflect on the changes connected to any operation or activity. Setting of targets to work towards a desired level of performance is equally important as these targets are quantitative and specify what is to be achieved within a specific time period, as a result of the operation of any activity. A target corresponds to a pre-defined performance indicator (Poate, 2001).

Designing and operationalizing a performance monitoring and reporting system is the final stage which would capture ongoing results through the collection and analysis of timely, reliable and cost efficient data. There is need for integrating evaluation as a key performance tool.
Evaluations should be ideally conducted at midterm and project termination for all projects at a minimum. It is vital to developing a learning and knowledge management strategy which will incorporate learning back into the organization strategy, policies and projects and appropriately define strategic alignment which means translating RBM into all aspects of the organization working towards the same direction (Sida, 2003).

According to OECD-DAC (2006), most organizations results based management systems utilize the following strategic processes or phases in their implementation: identification of the results being sought and subsequent development of a conceptual framework for how the results will be achieved. In his works, Poate (2001) recommends that for each objective, what is to be measured along a given scale or dimension should be specified clearly for each indicator. This should go hand in hand in specifying the expected or planned levels of result to be achieved with specific timelines in place and will be a basis to judge performance. There is a necessity to develop performance monitoring systems that regularly collect data on actual results achieved by comparing actual results vis-à-vis the set targets or other criteria for making judgment about performance. Through the conducting of evaluations to provide complementary information on performance, one may be able to get information that may not be readily available from performance monitoring systems (GAO, 2001).

The first three phases of strategy implementation generally relate to a results-oriented planning which may also be referred to as strategic planning (Poate, 2000). The integration of complementary information from both evaluation and performance measurement systems and ensuring management's use of this information are critical ingredients of results based management (McAllister, 2004).

Striking a balance between top-down direction from the organization headquarters and bottom-up flexibility for field managers in terms of results reported is vital in the overall implementation of RBM (Helgason, 2004). The reporting of results at the corporate level requires a general clarification of overall agency goals and consequent development of a framework that facilitates measuring and aggregating results globally within these goal areas (Mayne, 2007). It is necessary to get some direction and sort of structure from headquarters. However, there are potential dangers in designing performance measurement systems stemming from the top-down. There is
need for a sense of ownership or “buy-in” by project/program management and partners, otherwise the performance data is unlikely to be useful in operational decision-making (Helgason, 2004).

During the implementation of Result based management, there is need to appreciate that imposed, top-down systems can become irrelevant to actual project and program results. This may lead to a situation where their diversity may not be captured and cause program distortions as managers try focus on what is measurable rather than what is best. Autonomy is necessary for managers in order to manage the results. In addition, operational level flexibility is necessary for defining, measuring, reporting, and using results data that are appropriate to the specific project/program (DevInfo, 2009).

Performance may be viewed in relation to the achievement of the organization goals such as economy which is seen in the relationship between costs and physical inputs. For example an organization can be viewed as economical if it is purchasing inputs as cheaply as possible. In addition, efficiency relates to the relationship between costs and outputs while productivity is determined by the relationship between inputs and outputs, which is the number of demonstrations handled per extension worker (Werner, 2003.). Equity is determined by the extent to which needy or disadvantaged sub-populations have equitable access to results for example: percentage of female students attending project schools (Jarvie, 2005). Excellence can be viewed in terms of producing high quality outputs (percent of units produced that meets technical standards).

Customer satisfaction relates to how well project outputs correspond to what clients prefer for example the percentage of clients satisfied with clinic services delivered. Attribution refers to the extent to which observed outcomes and impacts can be attributed to a particular project (McKenzie, 2009) while effectiveness is the extent to which results or outputs, outcomes, or impacts are being achieved as planned (targeted). This involves the separation of the net outcomes/impacts caused by a project from gross outcomes/impacts while cost-effectiveness relates to the relationship between project costs and net outcomes/impacts attributable to the project. Sustainability relates to the capacity for results to extend beyond the formal life of the project and relevance relates to the continued appropriateness of a project's results - to the needs
of the target population, to the partner country's national development goals, and to the development agency's corporate-level objectives (DevInfo, 2009).

2.5 Chapter Summary

This chapter examined existing literature on the effect of organisation support mechanisms, organisation culture and implementation strategy on the successful implementation of results based management in governmental organizations. Chapter three presents the different methods that was used to collect, analyze, present and discuss the findings of the study. This includes details on the research design, categories of respondents and how the data was collected during fieldwork.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The main purpose of the study was to examine the factors that influence the implementation of results based management in governmental organizations in Kenya with particular reference to Ministry of Lands, Murang’a County. The chapter presents the research design that was used as well as the population selected, sampling design, data collection instruments and the techniques for data analysis. The chapter also covers the research procedure and data analysis.

3.2 Research Design

The study adopted a survey design in order to obtain the necessary data. A survey design is an attempt to collect data from an identified group of persons, with the objective of determining the current status given the specified variables, in this case, the current status being the results based management with respect to specified variables (Mugenda, 2003). This design was adopted because it facilitates the collection of original data necessary to realize the research objectives. It involved the administering of questionnaires to the selected sample size and conducting a semi-structured interview to obtain detailed information. The design was appropriate in collecting useful data that could be quantified and reported as a representation of the real situation or characteristic in the study population. In this research, the independent variable was result based management. The dependent variables included organisation culture, organisation support mechanisms and implementation strategy.

3.3 Population and Sampling Design

3.3.1 Population

According to Saunders (2007), a population can be defined as including all people or items with the characteristic that the researcher needs to research on and understand. A research population is generally a large collection of individuals or objects that is the main focus of a scientific query.
It is for the benefit of the population that researches are done. The population of the study consisted of Ministry of Lands employees based in Murang’a County which is currently one hundred and twenty seven (127).

3.3.2 Sampling Design

A sample is part of the target population, carefully selected to represent that population; who will be interviewed, complete the questionnaire; how many people/ institutions will be involved; and if using published information, how many records will be inspected (Kumar, 2008). The design is a structure of any scientific work and is mainly used to give direction and systemize the research. The method that one chooses affects the results and how the findings are concluded. Sampling is a method involved in selection of a proportionate representation from the total sample size (Hawkins, 2008). A representative sample was selected from the sum total of employees working in the Ministry of Lands in Murang’a County, which are subject to study.

3.3.2.1 Sampling Frame

According to Kumar (2008), a sampling frame is the set of source materials from which the sample is selected. The sampling frame provides a means for choosing the particular members of the target population that are to be interviewed in the survey. Due to imprecise and unknown factors within populations, a researcher may not know how to choose the correct sample to research on from the population; as a remedy, a sampling frame is used to identify the suitable sample from the population (Kumar, 2005). The sample frame of this research therefore included the professional staff that are working in the Ministry of Lands, Murang’a county. The list was obtained from the Human Resources Department, Personnel division that contains the current number and details of employees in the Organisation.

3.3.2.2 Sampling Technique

A sampling technique is the method of selecting elements from the population that represented the population (Collins and Hussey, 2006). The sampling method is the scientific procedure of selecting those sampling units which would provide the required estimates with associated margins of uncertainty, arising from examining only a part and not the whole (Panneerselvam,
2004). Stratified random sampling was used in this study. The employees were grouped based on their interaction with the implementation of RBM. They were divided into four groups: senior level managers, middle level managers, supervisory staff and general staff. Random selection was applied on each stratum. This sampling technique ensures that each population element is given a known nonzero chance of selection (Cooper and Schindler, 2008).

3.3.2.3 Sample Size
A sample size can be defined as the set of elements from which data is collected (Thietar, 2001). The sample size helps the researcher to have adequate time as well as resources in piloting and designing the means of collecting data. Determining sample size is a very important issue because samples that are too large may waste time, resources and money, while samples that are too small may lead to inaccurate results. In many cases, the minimum sample size needed to estimate a process parameter can be determined, for instance the population mean sampling is simply stated as selecting a portion of the population, in a research area, which were a representation of the whole population (Kumar, 2005). (Mugenda, 2003), advocates for a sample of 30% of the accessible population as being sufficient. The study therefore used a sample size of 45 respondents from a total population of 127 employees working in the Ministry of Lands, Murang’a County.

Table 3.1: Sample size

<table>
<thead>
<tr>
<th>Category</th>
<th>Sampling frame</th>
<th>Percentage</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior level</td>
<td>6</td>
<td>6/127=0.47</td>
<td>0.47*30=4</td>
</tr>
<tr>
<td>management</td>
<td></td>
<td>0.47*100=5</td>
<td></td>
</tr>
<tr>
<td>Middle level</td>
<td>14</td>
<td>14/27=0.11</td>
<td>0.11*30=8</td>
</tr>
<tr>
<td>management</td>
<td></td>
<td>0.11*100=11</td>
<td></td>
</tr>
<tr>
<td>Supervisory staff</td>
<td>28</td>
<td>28/127=0.22</td>
<td>0.22*30=11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.22*100=22</td>
<td></td>
</tr>
<tr>
<td>General staff</td>
<td>79</td>
<td>79/127=0.62</td>
<td>0.62*30=22</td>
</tr>
<tr>
<td></td>
<td></td>
<td>0.62*100=62</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>127</td>
<td>100%</td>
<td>45</td>
</tr>
</tbody>
</table>
3.4 Data Collection Methods

Data Collection is an important aspect of any type of research study. Inaccurate data collection can impact the results of a study and ultimately lead to invalid results (Goddard and Melville, 2004). The purpose of data collection is to obtain information to keep on record, to make decisions about important issues, to pass information on to others (Kothari, 2004). Primarily, data is collected to provide information regarding a specific topic. The study relied on primary data. Data was collected using a structured questionnaire which contained both open ended and closed ended questions. Closed ended questions were considered due to ease of analysis while open ended questions were necessary to facilitate probing in order to obtain additional information.

The questionnaire consisted of four parts: Part A aimed to obtain demographic information from the respondents such as Age, Gender, position in the organisation, duration served in the organisation and academic qualifications. Part B, C and D contained a key that represented the following: 5-Strongly Agree, 4-Agree, 3-Neutral, 2-Disagree and 1-strongly disagree. The statements in these sections tested the respondents’ views of how an organization’s support mechanisms, organisation culture and implementation strategy influences the implementation of Results Based Management in Ministry of Lands, Muranga County.

3.5 Research Procedures

This refers to the process followed in the course of conducting the research project (Bryman and Bell, 2003). The first step entails the preparation of the research proposal which is followed by determining the representative sample and estimating the budget of costs to be incurred. In this study, after the data collection instrument was developed, a pilot exercise was conducted to evaluate its effectiveness. The pilot exercise aimed to evaluate the effectiveness and efficiency of the data collection instrument in order to obtain accurate details. The evaluation gave leeway to data collection from the field followed by analysis and interpretation. The final step entailed drawing of conclusions and making of recommendations coupled with presentation of the findings for implementation by the organization.
3.6 Data Analysis Methods

Data Analysis is the process of systematically applying statistical techniques to describe and illustrate, condense and evaluate data. According to Shamoo and Resnik (2003) various analytic procedures provide a way of drawing inductive inferences from data. This research generally analyzed patterns in observations through the entire data collection phase. The main tool that was used was Microsoft Excel, which allowed for data manipulation and ease of interpretation during presentation. Microsoft Excel further aided in categorization of data which was particularly useful in determining recurring common characteristics in order to come up with data partitions. Presentation of data was done through the use of pie charts, tables and bar graphs. These methods helped in explaining the findings and giving a clearer picture of the tabulated data. Explanations of the pie charts and bar graphs were also included to elaborate on the information captured.

3.7 Chapter Summary

The chapter presents the different methods that were used to collect, analyze, present and discuss the findings of the study. This includes details on the research design, the different categories of respondents and how the data was collected during fieldwork. It further explains how the data collected was analyzed and presented.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings of the study on the research questions with regards to the data collected from the respondents in respect to Ministry of Lands in Muranga County. The initial section covers the general information with respect to the respondents; consequently the second section covers the organization support mechanisms. The third section looks at influence the implementation and performance of results based management in nongovernmental organizations and the final section was on the contribution of the implementation strategy on performance of results based management. The target respondents were forty-five (45) respondents from a population of one hundred and twenty seven (127) staff working at the organization out of which 36 responded giving a response rate of 80%.

4.2 General information of the Respondent

This section offers the background information with regards to the respondents’ gender, position or level in the organization, number of years in employment, as well as the level of education. This was put into consideration because of the meaningful contribution it offers to the study as the variables help to provide the logic behind the responses issued by the respective respondents.

4.2.1 Distribution of the Respondents by Gender

The respondents were first asked to indicate their gender on the questionnaire. The study found that 58% of the respondents were male while 42% of the respondents were female. The findings are presented in figure 4.2.1
The respondents were asked to indicate their positions in the organization. The findings reveal that 50% of the respondents were in the middle management positions, 33% were in the low management positions and 17% were in the top management position. The distribution of the respondents in terms of their positions in the organization shows that every employee at every level of management in the organization was included in the study. The findings are presented in figure 4.2.2

**Figure 4.2.1: Distribution of the Respondents by Gender**

**4.2.2 Distribution of the Respondents by Position in the Organization**
The respondents were asked to indicate the duration for which they had served in their current positions in the organization. The study found that 61% of the respondents had served in their positions for duration between 6-10 years, 25% had served in their position for duration of between 1-5 years and 14% had served in their position for a period of between 11-15 years. The findings of the study are presented in figure 4.2.3.
4.2.4 Distribution of the Respondents by Period of Service in the Organization

The respondents were asked to indicate the period for which they had served in the organization. The study found that 42% of the respondents had served in the organization for duration of 6-10 years while 30% had served for duration of 11-15 years. 17% had served for duration of 1-5 years, 8% had served for duration of 16-20 years and 3% had served for duration more than 20 years. This is an indication that 83% of the respondents interviewed had served in the organization for a period of more than five years. They were therefore perceived to be knowledgeable of the organization’s’ history with result based management thus making the findings more reliable. The findings are as presented in Figure 4.2.4.

Figure 4.2.4: Distribution of the Respondents by Period of Service in the Organization

4.2.5 Distribution of the Respondents by Education Levels

In establishing the education levels of the respondents interviewed, the study found that 47% of the respondents were bachelors degree holders, 22% had post graduate levels of education, 20% of the respondents had it the Diploma level and 11% had certificate level of education. The findings are as presented in figure 4.2.5.
4.3 Effect of Organization Support Mechanisms on Implementation of RBM in Governmental Organizations

The first objective of the research study was to examine the influence of organization support mechanisms on the implementation and performance of Results Based Management (RBM). In this section, an attempt was made to achieve the objective using descriptive statistics based on the responses received. Various support mechanisms were identified and considered in the study. These included new policies and procedures, central database, staff training, organization learning, as well as open communication.

To establish the effect of organization support mechanisms on the implementation and performance of Result Based Management, the respondents were asked to indicate their level of agreement with different statements with regard to their organization. This was tested on a five point likert scale of 1-5; where 5 represented ‘Strongly Agree’, 4 represented ‘Agree’, 3 represented ‘Neutral’, 2 represented ‘Disagree’ and 1 represented ‘Strongly Disagree’.

The scores ‘Strongly Disagree’ was taken to be equivalent to mean score ranging from 0.0 to 1.0, ‘Disagree’ with mean score ranging from 1.1 to 2.0, ‘Neutral’ with a mean score ranging from
2.1 to 3.0, ‘Agree’ with a means score ranging from 3.1 to 4.0 and ‘Strongly Agree’ with a means score ranging from 4.1 to 5.0. A standard deviation of > 1 represented a significant difference in the responses given. The results are shown in the table 4.3.

The table 4.3 below illustrates that the overall rating of the effect of organization support mechanisms on the implementation and performance of results based management. From the findings we can infer that a proactive organisation culture, focus on achievements, establishing and prioritizing staff training are some of the support mechanisms that influence the implementation and performance of results based management. This is because majority of the respondents were in agreement with the statements in table 4.3 above. The factors that influence the effect of organisation support mechanism can be summarized into the development of proper guidelines, Institutional policies and procedures, emphasis on learning about RBM, Prioritizing staff training on RBM and availing Information on RBM to Managers.

<table>
<thead>
<tr>
<th>Statements</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization developed a culture that is proactive and flexible</td>
<td>36</td>
<td>1.53</td>
<td>.878</td>
</tr>
<tr>
<td>A new emphasis on learning about RBM was communicated</td>
<td>36</td>
<td>1.50</td>
<td>.775</td>
</tr>
<tr>
<td>A focus on achieving results rather than implementing inputs and processes was emphasized</td>
<td>36</td>
<td>1.56</td>
<td>.695</td>
</tr>
<tr>
<td>A new platform on establishing and prioritizing staff training on RBM was consistently communicated</td>
<td>36</td>
<td>1.53</td>
<td>.654</td>
</tr>
<tr>
<td>Managers and supervisors were kept informed about Results Based Management all times</td>
<td>36</td>
<td>1.56</td>
<td>.909</td>
</tr>
</tbody>
</table>
The study also found that the respondents agreed with the statements that: the organization developed a culture that is proactive and flexible, that a focus on achieving results rather than implementing inputs and processes was emphasized, a new platform on establishing and prioritizing staff training on RBM was consistently communicated and that managers and supervisors were kept informed about results based management all times (mean scores ranging between 1.1-2.0). The findings can also be illustrated in figure 4.3 as below:

**Figure 4.3: Effect of Organization Support Mechanism on Implementation of RBM**

### 4.4 Effect of Organization Culture on the Implementation of RBM in Governmental Organizations

The second objective of the study was to examine the influence of organization culture on the implementation and performance of results based management. To realize this objective, data was collected from respondents on their perception in terms of the various elements of
organization culture. In this sub-section therefore, descriptive statistics in terms of their perception are analyzed and reported.

To test on the effect of organization culture on the implementation and performance of Result Based Management, the respondents were asked to indicate their level of agreement with different statements with regard to their organization. This was tested on a five point likert scale of 1-5; where 1 represented ‘Strongly Agree’, 4 represented ‘Agree’, 3 represented ‘Neutral’, 2 represented ‘Disagree’ and 1 represented ‘Strongly Disagree’.

The findings on table 4.4 show that the respondents agreed with the statements that managers and supervisors are kept informed about Results Based Management at all times (Mean score of 1.25). The study also found that the respondents agreed with the statements that the organization staff consistently report on projects data and results in a consistent and standardized manner, that the organization adjusts its priorities based on overall project implementation data, that the organization uses lessons learned from project completion reports and evaluations to improve its effectiveness and design new projects processes and that the managers recognize and manage the impact of change in the organization (mean scores ranging between 1.1- 2.0). A significant difference was noted with the statement that managers recognize and manage the impact of change in the organization, with a standard deviation of greater than 1.
Table 4.4: Effect of Organization Culture on the Implementation of RBM

<table>
<thead>
<tr>
<th>Statements</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization staff consistently report on projects data and results in a consistent and standardized manner</td>
<td>36</td>
<td>1.39</td>
<td>.645</td>
</tr>
<tr>
<td>The organization adjusts its priorities based on overall project implementation data</td>
<td>36</td>
<td>1.69</td>
<td>.749</td>
</tr>
<tr>
<td>The organization uses lessons learned from project completion reports and evaluations to improve its effectiveness and design new projects processes</td>
<td>36</td>
<td>1.50</td>
<td>.811</td>
</tr>
<tr>
<td>Managers recognize and manage the impact of change in the organization</td>
<td>36</td>
<td>1.81</td>
<td>1.283</td>
</tr>
<tr>
<td>Managers and supervisors are kept informed about Results Based Management at all times</td>
<td>36</td>
<td>1.25</td>
<td>.500</td>
</tr>
</tbody>
</table>

Although the majority of respondents regarded staff consistently reporting on project and program implementation data and results in a consistent and standardized manner as being a high influencer (the mean being 4.4). Respondents rated the organization having an effective framework from its statistical activities as neutral. Similarly, the results showed that the respondents believe that the organization uses lessons learned from project completion reports and evaluations to improve its effectiveness and design new projects processes was emphasized. The findings can be illustrated in Figure 4.4:
4.5 Influence of Implementation strategy on Implementation of RBM in Governmental Organizations

The third objective of the study was to analyse the effects of implementation on the implementation and performance of results based management. In this sub-section, data collected was analyzed using descriptive statistics to facilitate the realization of this objective. Table 4.5 presents a summary of the study findings with regards to the respondents view on the influence of implementation strategy.

To test on the effect of implementation strategy on the implementation and performance of Result Based Management, the respondents were asked to indicate their level of agreement with different statements with regard to their organization. This was tested on a five point likert scale of 1-5; where 5 represented ‘Strongly Agree’, 4 represented ‘Agree’, 3 represented ‘Neutral’, 2
represented ‘Disagree’ and 1 represented ‘Strongly Disagree’. The findings were as presented on Table 4.5.

**Table 4.5: Influence of Implementation Strategy on implementation of RBM**

<table>
<thead>
<tr>
<th>Statements</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees want to continue working in line with the RBM structure</td>
<td>36</td>
<td>1.75</td>
<td>.841</td>
</tr>
<tr>
<td>Employees are still very committed to the goals and objectives of the organization</td>
<td>36</td>
<td>1.39</td>
<td>.549</td>
</tr>
<tr>
<td>Organizations performance can be seen in the achievement of the organization goals</td>
<td>36</td>
<td>1.56</td>
<td>.695</td>
</tr>
<tr>
<td>Employees want to continue working in line with RBM structure</td>
<td>36</td>
<td>2.58</td>
<td>1.448</td>
</tr>
<tr>
<td>Employees feel the implementation of RBM is effective in their organization</td>
<td>36</td>
<td>1.53</td>
<td>.845</td>
</tr>
</tbody>
</table>

The study also established that the respondents agreed with the statement that employees want to continue working in line with the RBM structure, that organizations performance can be seen in the achievement of the organization goals and that employees want to continue working in line with the RBM structure as they feel the implementation of RBM is effective in their organization (Mean scores between 1.1 to 2.0). The findings further revealed that the respondents were neutral with the statement that employees want to continue working in line with RBM structure (Mean score 2.58). There was significant difference with the statement that employees want to continue working in line with RBM structure (standard deviation > 1). The findings can also be illustrated in Figure 4.5:
In conclusion, the findings on the extent to which the implementation strategy affects the implementation and performance of results based management in governmental organizations in Kenya, revealed that reporting results at the management level dependent on overall organizations goals as well as organizations performance seen to be in relation with the achievement of the organization goals notwithstanding the outputs (achieved or planned) in accordance to the objectives and planned outputs set up by the organisation achieved affect implementation of results based management.

Figure 4.5: Influence of Implementation strategy on the Implementation and performance of Result Based Management
4.6 Chapter Summary

In this chapter, the findings with regards to the information given by the respondents are presented. The first section presents the study findings based on the respondent’s background and the research questions that the study attempts to investigate. This was followed by the findings on the specific objectives. The next chapter provides the conclusion, summary as well as the discussion and the recommendations.
CHAPTER FIVE

5.0 SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter is made up of four sections, which include the summary, discussion, conclusions, as well as the recommendations following that order. The first section is a presentation of a summary of the very important elements of the study which includes the study objectives, methodology as well as the findings. The section that follows discusses the major findings of the study with respect to the specific objectives. The third section presents the conclusions based on the specific objectives, while using the findings and results which are obtained in the fourth chapter. The final sub-section provides the recommendations for improvement based on the specific objectives. It also offers the recommendations for further studies.

5.2 Summary

The main purpose of the study was to examine the factors that influence the implementation of results based management in governmental organizations in Kenya. This study was guided by the following research questions: how do organization support mechanisms affecting the implementation and performance of results based management in governmental organizations in Kenya? How does organization culture influence the implementation and performance of results based management in governmental organizations in Kenya? And to what extent does the implementation strategy influence the implementation and performance of results based management in governmental organizations in Kenya?

The research design that was used was a survey that involved the issue of questionnaires to the sample size selected from the Ministry of Lands, Murang’a County. Stratified sampling technique was used to select the sample size in which forty-five (45) respondents from a population of one hundred and twenty seven (127) staff working at the organization were chosen out of which 36 responded giving a response rate of 80%. Information was collected using a
questionnaire developed by the researcher. Data was analyzed using Microsoft Excel, which allowed for data manipulation and ease of interpretation during presentation. Microsoft Excel further aided in categorization of data which was particularly useful in determining recurring common characteristics in order to come up with data partitions.

On the effect of organization support mechanisms on the implementation and performance of Result Based Management, the study established that the respondents agreed that a new emphasis on learning about RBM was communicated. The study also found that the respondents agreed with the statements that: the organization developed a culture that is proactive and flexible, that a focus on achieving results rather than implementing inputs and processes was emphasized, a new platform on establishing and prioritizing staff training on RBM was consistently communicated and that managers and supervisors were kept informed about results based management all times.

Regarding the effect of organization culture on the implementation and performance of Result Based Management, the study found that the respondents agreed with the statements that managers and supervisors are kept informed about Results Based Management at all times. The study also found that the respondents agreed with the statements that the organization staff consistently report on projects data and results in a consistent and standardized manner, that the organization adjusts its priorities based on overall project implementation data, that the organization uses lessons learned from project completion reports and evaluations to improve its effectiveness and design new projects processes and that the managers recognize and manage the impact of change in the organization.

Finally, on the effect of implementation strategy on the implementation and performance of Result Based Management, the study found that respondents agreed with statement that the employees are still very committed to the goals and objectives of the organization. The study also found that the respondents agreed with the statement that employees want to continue working in line with the RBM structure, that organizations performance can be seen in the achievement of the organization goals and again that employees want to continue working in line with the RBM structure and that employees feel the implementation of RBM is effective in their organization. The findings further revealed that the respondents were neutral with the statement that employees want to continue working in line with RBM structure.
5.3 Discussion

This section presents a discussion on the basis on the research specific objectives. The section will also compare the literature review with the research findings.

5.3.1 The Effect of Organization Support Mechanisms on the Implementation of Results Based Management

The study findings on how organization support mechanisms affect the implementation and performance of results based management in governmental organizations revealed that the following support mechanisms affect the implementation of results based management in governmental organizations. This include: proper guidelines, new institutional policies and procedures, central built databases which are organized timely, and easily accessible, emphasis on learning about results based management, prioritizing staff training and availing information on results based management to their managers.

The findings on the effect of proper guidelines on the implementation of results based management is in line with the sentiments by Helgason (2004) when he stated that the implementation and performance of RBM requires the institutionalizing new policies and procedures which are relevant and supportive of result based management. This sentiment were also shared by Werner (2003) when he stated that indeed most governmental organizations that have implemented RBM have established internal processes and activities that support and guide the implementation, application, performance measurement and management systems.

According to Helgason (2004), institutionalizing new policies and procedures which are appropriate and supportive of result based management has to take place for the successful implementation and performance of RBM in organisation. The findings revealed that successful implementation requires that governmental organizations have in place proper established internal processes and activities which will support and guide effective implementation, application, performance measurement of management systems. These diverse activities and processes include: institution of central units which will provide technical assistance to decentralized units, re-engineering of training initiatives, preparation of best practices guidance materials on various aspects of establishing results based management systems; building central databases with consistent, organized, timely and accessible performance information; developing
conceptrual frameworks, planning and reporting formats, and various other tools, tips and techniques designed to assist managers to effectively implement performance measurement and management systems.

The respondents agreed that a new emphasis on learning about RBM was communicated. According to Senge (1990) an organisation should be committed to learning and derive a competitive advantage from both individual and collective learning. An organisation has to be adaptive and discard old ways of thinking or doing things in order to learn and understand how their organisation functions. This then enables an organisation plan effectively and gets everyone on board (shared vision) which then fosters teamwork that will help achieve that vision (team learning). In support to these findings, Ramage and Armstrong (2005) found that a deeply embedded culture whose focus is on organizational learning and facilitates that drive for the adoption of a RBM approach by organizations is vital.

Other mechanisms that aid in the successful implementation of RBM in addition to effective internal process and procedures include: the institution of mechanisms that will hold organization managers and staff accountable for achieving results within their control. The delegation of authority to the management level being improves accountability which in turn empowers the staff and accords them the flexibility to implement corrective adjustments and shift resources from poorer to better performing activities that propel the organisation forward (Teplova, 2003). Consultation with and developing a responsive attitude to a project clients in regards to their preferences and level of satisfaction with services provided; including partners (agencies and beneficiaries) that have an interest in achieving the set objectives in all aspects of performance measurement and management processes (Sida, 2003).

The study also found that the respondents agreed with the statements that: the organization developed a culture that is proactive and flexible, that a focus on achieving results rather than implementing inputs and processes was emphasized, a new platform on establishing and prioritizing staff training on RBM was consistently communicated and that managers and supervisors were kept informed about results based management all times. These findings are in line with the findings by Werner (2003) who noted that successful implementation requires that governmental organizations have in place proper established internal processes and activities
which will support and guide effective implementation, application, performance measurement of management systems. These diverse activities and processes include: institution of central units which will provide technical assistance to decentralized units, re-engineering of training initiatives, preparation of best practices guidance materials on various aspects of establishing results based management systems; building central databases with consistent, organized, timely and accessible performance information; developing conceptual frameworks, planning and reporting formats, and various other tools, tips and techniques designed to assist managers to effectively implement performance measurement and management systems. There was no significant difference in the responses given by the respondents.

The study also established the effect of central built databases which are organized timely on the implementation of results based management. According to (Weaving, 2009) building central databases with consistent, well-organized, timely, and easily accessible performance information; developing conceptual frameworks, planning and reporting formats, and various other tools, tips and techniques designed to assist managers to effectively implement performance measurement and management systems.

Organisations can also support their internal organizational efforts to establish effective RBM systems through offering staff reengineering training, counseling, technical assistance, supplementary guidance and tools. Some organizations have gone to the extent of creating central units to push RBM efforts and provide various types of support to the agency. The effective establishment of successful RBM requires proper coordination of operational policies and procedures which should be spelt out in clear and explicit statements on roles and responsibilities that indicate delegation of responsibilities for different aspects of the systems and procedures (Poate, 2001). An important element of results-based management involves the identification, development and management of capabilities (people, systems, resources, structures, culture, leadership and relationships) which are all essential for effective planning, delivering and assessing results. What are equally important also are proper systems for monitoring and internal verification of results (Sida, 2003).

The findings also revealed the need to prioritize staff training and availing information on results based management to their managers. This finding was in line with Poate (2001), who stated that
the implementation strategy also included clarifying new operational procedures, roles and responsibilities; assisting managers to effectively implement performance processes and measurement by providing appropriate training and technical assistance, establishing new performance information databases, developing guidebooks and best practices series (Poate, 2001). Facilitating changes in the organization’s culture, for instance, the values, attitudes, and behaviors of its personnel - required for effectively implementing results based management.

This finding also aligns with the sentiments by Weaving and Thumm (2009), who argued that the diverse activities and processes include: re-engineering training initiatives; establishment of central units responsible for providing technical assistance to decentralized units; preparing supplemental technical best practices guidance materials on various aspects of establishing results based management systems.

5.3.2 The Effect of Organization Culture on the Implementation of Results Based Management

It was revealed from the study that although the 91% of respondents regarded staff consistently reporting on project and program implementation data and results in a consistent and standardized manner as being a high influencer, respondents rated the organization having an effective framework from its statistical activities neutral, therefore neither important nor unimportant. Similarly, the results showed that the respondents believe that the organization uses lessons learned from project completion reports and evaluations to improve its effectiveness and design new projects processes was emphasized.

It was established that it is essential to be aware of an organization’s culture because different organizations have different organization cultures. This is vital because the culture defines appropriate and inappropriate behavior. In some cultures, for example, creativity is paramount importance. In others, the status quo is esteemed as compared to others. Cultures are different with some being more socially oriented and others task-oriented i.e business oriented. Other organisations value teamwork while in others individual achievement is esteemed and encouraged. How employees are rewarded may be determined by an organization’s culture. Most organisations tend to focus on dominant sources of motivation for their employees which include
pay, status or chances for personal development. An organization’s culture can be defined by accessibility of management and the ways in which decisions are made (Teplova, 2003).

These findings are in line with that of Weaving and Thumm (2009) who found that the facilitation of changes in the organization’s culture, that is the values, attitudes, and behaviors of its personnel required the effective implementation of results based management. Teplova (2003) further proved that successful implementation of RBM depends on the organization’s ability to create a results focused management culture.

According to McAllister (2009), for the successful implementation of results based management, management should implement changes in organizational culture that would aid in the transition especially internal values, feelings, attitudes and behaviors of the personnel. Organisations need put a new emphasis on learning and integrating lessons into decisions, focus on the achievement of results rather than the implementation of inputs and processes and develop a new commitment to a transparent performance reporting. It is necessary to help people cope with the changing environment by assisting them to deal with their internal feelings and emotions (McAllister, 2009).

The findings on the need for a strong organisational culture proved that successful implementation of RBM depends on the organization’s ability to create results focused management culture (Teplova, 2003). However, RBM requires more than the adoption of new administrative and operational systems (McAllister, 2004). A results-oriented management culture that will support and encourage the use of the new management approaches is equally required (Ramage and Armstrong, 2005). As compared to governmental organisations, the nongovernmental sector traditionally has embraced an administrative culture whose focus is the management and measurement of inputs, activities and outputs whereas a results- oriented culture is focused on managing for the achievement of goals (McAllister, 2004). Organizations therefore have to establish the desired values and behaviors while taking action in order to implement changes while avoiding the adverse ones for example setting low targets or inflating results (McAllister, 2009).
The finding on the need for staff to implement data and results in a consistently and a standardized manner affirms the arguments by Poate (2001), when he stated that organizations need to develop and nurture a culture that is proactive and flexible in the way it does business, such as establishing new systems, structures, roles and responsibilities. According to him successful implementation of results based management requires changes in organizational culture in terms of transition in the internal values, feelings, attitudes and behaviors of an organization’s personnel. These findings are also in line with McAllister (2009) who argued that such a move implies paying attention to helping people cope with change, by dealing with their internal feelings and emotions. In the same regard Mayne, (2007), argues that cultural changes, such as those implied by results-oriented management systems, require the establishment and prioritizing staff training, knowledge networks and counseling services, in order for the new ways of doing business to be effectively and enthusiastically institutionalized.

5.3.3 The Influence of Implementation Strategy on the Implementation of Results Based Management

The findings on the extent to which the implementation strategy affects the implementation and performance of results based management in nongovernmental organizations in Kenya, revealed that reporting results at the management level dependent on overall organizations goals as well as organizations performance seen to be in relation with the achievement of the organization goals notwithstanding the outputs (achieved or planned) in accordance to the objectives and planned outputs set up by the organisation achieved affect implementation of results based management.

The findings establish that Result Based Management (RBM) should begin with a strategic planning process in mind that aims to identify strategic priorities aligned to the objectives, goals and targets of the organization and to work towards establishing a strategic results framework. This framework enables an organization translate its mandate and strategy into tangible results that will go a long way in supporting ongoing planning, management and results monitoring and evaluation (OECD-DAC, 2006).
This findings support the argument by Sida (2003) when he asserted that once strategic priorities are identified, developing a full-fledged RBM can be divided into three phases: first is to identify indicators to measure achievement of results. Indicators can be a quantitative or qualitative in nature but should provide a simple and reliable means to measure achievement, or to reflect changes connected to an operation or activity. Secondly there is need to set targets to work towards a desired level of performance. Targets are quantitative and specify what is to be achieved within a specific time period, as a result of the operation of an activity. A target corresponds to a pre-defined performance indicator (Poate, 2001).

The findings affirmed that during the implementation of Result based management, there is need to appreciate that imposed, top-down systems can become irrelevant to actual project and program results. This may lead to a situation where their diversity may not be captured and cause program distortions as managers try focus on what is measurable rather than what is best. Autonomy is necessary for managers in order to manage the results. In addition, operational level flexibility is necessary for defining, measuring, reporting, and using results data that are appropriate to the specific project/program (DevInfo, 2009). The findings also reinforce that setting of targets to work towards a desired level of performance is equally important as these targets are quantitative and specify what is to be achieved within a specific time period, as a result of the operation of any activity. A target corresponds to a pre-defined performance indicator (Poate, 2001).

Cooley (2003) found that managers should instill commitment to more honest and open performance reporting, re-orientation away from inputs and processes towards results achievement and encouraging a learning culture grounded in evaluation. The findings on the use of the strategic processes in results based management, support the findings by OECD-DAC (2006), where it is established that most organizations results based management systems use the following strategic processes or phases in their implementation: identifying in clear, measurable terms the results being sought and developing a conceptual framework for how the results will be achieved. These findings also affirm the recommendations by Poate (2001) when he stated that for each objective, what is to be measured along a scale or dimension must be specified clearly and for each indicator, specifying the expected or planned levels of result to be achieved by specific dates, which will be used to judge performance. It will then be necessary to develop
performance monitoring systems to regularly collect data on actual results achieved. This will involve comparing actual results vis-à-vis the targets (or other criteria for making judgment about performance); conducting evaluations to provide complementary information on performance not readily available from performance monitoring systems.

5.4 Conclusions

The general objective of was to analyze factors influencing the implementation of results based management in governmental organizations. The following are the major conclusions.

5.4.1 The Effect of Organization Support Mechanisms on the Implementation of Results Based Management

The study findings on how organization support mechanisms affect the implementation and performance of results based management in governmental organizations leads to the conclusion that indeed the following support mechanisms affect the implementation of results based management in governmental organizations. This include: proper guidelines, new institutional policies and procedures, central built databases which are organized timely, and easily accessible, emphasis on learning about results based management, prioritizing staff training and availing information on results based management to their managers. It is evident that a results-oriented approach aims at improving project/program management effectiveness and accountability by defining realistic expected results, monitoring progress toward the achievement of expected results, integrating lessons learned into management decisions and reporting on performance.

5.4.2 The Effect of Organization Culture on the Implementation of Results Based Management

In regard to the influence of organization culture on the implementation and performance of results based management, it can be concluded that indeed the idea of staff consistently reporting on project and program implementation data and results in a consistent and standardized manner as being a high influencer, respondents rated the organization having an effective framework from its statistical activities neutral, therefore neither important nor unimportant. Similarly, the results showed that the respondents believe that the organization uses lessons learned from
project completion reports and evaluations to improve its effectiveness and design new projects processes was emphasized. The essential components of results based management in governmental Organization include holding managers and staff accountable for achieving results within their sphere of control, delegating authority to the management level being held accountable for results – thus empowering them with flexibility to make corrective adjustments and to shift resources from poorer to better performing activities; consulting with and being responsive to project/program beneficiaries or clients concerning their preferences and satisfaction with goods and services provided

5.4.3 The Influence of Implementation Strategy on the Implementation of Results Based Management

The study also concludes that reporting results at the management level dependent on overall organizations goals as well as organizations performance seen to be in relation with the achievement of the organization goals notwithstanding the outputs (achieved or planned) in accordance to the objectives and planned outputs set up by the organisation achieved affect implementation of results based management.

These two broad types of project performance measurement can be distinguished as implementation measurement which is concerned with whether project inputs (financial, human and material resources) and activities (tasks, processes) are in compliance with design budgets, work plans, and schedules, and results measurement which focuses on the achievement of project objectives (i.e., whether actual results are achieved as planned or targeted).
5.5 Recommendations

5.5.1 Recommendations for Improvement

The following are the recommendations for the study:

5.5.1.1 Effect of Organisation Support Mechanisms on Results Based Management

Government organizations should ensure that they have support mechanisms which ensures the implementation of RBM such as internal processes and activities which will support and guide effective implementation, application, performance measurement of management systems.

5.5.1.2 Effect of Organisation Culture on Results Based Management

Governmental organizations ought to create a culture that supports the implementation of RBM by embracing an administrative culture whose focus is the management and measurement of inputs, activities and outputs thus ensuring efficiency, effectiveness and stability.

5.5.1.3 Influence of Implementation Strategy on Results Based Management

Governmental organization should come up with more effective strategies for ensuring effective implementation of RBM systems in organizations. This can be done by identifying the results being sought in clear and measurable terms and developing a conceptual framework for how the results will be achieved thus improving the implementation of RBM.

5.5.2 Recommendations for Further Research

The researcher acknowledges the fact that limitations for instance time, measurement for data collection and questionnaire survey stood in the way of the study. I therefore recommend that since this area presents a new paradigm shift in management thinking the study therefore calls for additional studies to be conducted.
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SYLVIA WAIRIMU

UNITED STATES INTERNATIONAL UNIVERSITY,

P.O BOX 14634-00800,

NAIROBI.

October 16th, 2014.

Dear Sir/Madam

**RE: REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH PROJECT.**

I wish to request you to kindly participate in a management research project that I am currently undertaking on the Implementation of Results Based Management in Governmental Organizations.

The objective of this study is to determine how an organization’s support mechanisms, organization’s culture and implementation strategy influences the implementation of results based management in governmental organizations. The sample population for the study has been narrowed to your organization as a case study. I would appreciate if you spare some of your time to kindly complete the attached questionnaire. I will collect the questionnaire from your office as soon as it is ready.

The information you will provide is strictly for academic purposes. The identity and information of your organization will be treated as confidential.

Yours Sincerely,

SYLVIA WAIRIMU.
APPENDIX 2: QUESTIONNAIRE

This study seeks to establish the application of results based management in governmental organizations in Kenya. The following questionnaire has been developed to help the researcher gather information necessary to meet the research objectives highlighted. Kindly fill in as required.

PART A: General Information

1. Please indicate your gender
   Male ( )   Female ( )

2. What is your current age-group?
   18-25 ( )  26-33 ( )  33-40 ( )  40 and above ( )

3. Please indicate your position/level in the organization?
   Top Management ( )  Middle Management ( )  Lower Management ( )

4. How long have you been in your current position?
   1-5 Years ( )  6-10 Years ( )  11-15 Years ( )  16-20 Years ( )
   21 and above ( )

5. How long have you worked for the organization?
   Months ( )  Years ( )

6. Please indicate your highest level of qualifications
   Certificate ( )  Diploma ( )  Degree ( )  Post-graduate ( )

   Other ( ) Indicate………………………………………………………………
**PART B: Organisation Support Mechanisms**

Using the following key with 5 being strongly agree and 1 strongly disagree (5- SA and 1 - SD), Kindly indicate the degree to which you agree with the following statements regarding your organization support mechanism for result based management

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Organization developed a culture that is proactive and flexible</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A new emphasis on learning about RBM was communicated</td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A focus on achieving results rather than implementing inputs and processes was emphasized</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A new platform on establishing and prioritizing staff training on RBM was consistently communicated</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Managers and supervisors were kept informed about Results Based Management all times</td>
<td></td>
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</table>

**PART C: Organisation Culture**

<table>
<thead>
<tr>
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<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization staff consistently report on projects data and results in a consistent and standardized manner.</td>
<td></td>
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<tr>
<td>The Organisation adjusts its priorities based on overall project implementation data</td>
<td></td>
<td></td>
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<tr>
<td>The organization uses lessons learned from project completion reports and evaluations to improve its effectiveness and design new projects processes.</td>
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<tr>
<td>Managers recognize and manage the impact of change in the organization</td>
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<td></td>
</tr>
<tr>
<td>Managers and supervisors are kept informed about Results Based Management at all times.</td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>
### PART D: Implementation Strategy

<table>
<thead>
<tr>
<th>Statement</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees want to continue working in line with the RBM structure</td>
<td>( ) ( ) ( ) ( ) ( )</td>
</tr>
<tr>
<td>Employees are still very committed to the goals and objectives of the organization</td>
<td>( ) ( ) ( ) ( ) ( )</td>
</tr>
<tr>
<td>Organizations performance can be seen in relation to the achievement of the organization goals</td>
<td>( ) ( ) ( ) ( ) ( )</td>
</tr>
<tr>
<td>Employees want to continue working in line with the RBM structure</td>
<td>( ) ( ) ( ) ( ) ( )</td>
</tr>
<tr>
<td>Employees feel the implementation of RBM is effective in their organization</td>
<td>( ) ( ) ( ) ( ) ( )</td>
</tr>
</tbody>
</table>

**THANK YOU FOR TAKING YOUR TIME TO COMPLETE THE QUESTIONNAIRE**