FACTORS INFLUENCING THE IMPLEMENTATION OF RESULTS BASED MANAGEMENT IN THE UNITED NATIONS AGENCIES IN NAIROBI.

BY

KIHUMBU KENNETH KIMIRI

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SPRING 2018.
FACTORS INFLUENCING THE IMPLEMENTATION OF RESULTS BASED MANAGEMENT IN THE UNITED NATIONS AGENCIES IN NAIROBI.

BY

KIHUMBU KENNETH KIMIRI

A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

SPRING 2018.
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: ____________________

Student Name: Kihumbu Kenneth Kimiri (ID: 650196)

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

Signed: ____________________  Date: ____________________

Fred Newa

Signed: ____________________  Date: ____________________

Dean Chandaria School of Business
COPYRIGHT

Copyright © Kenneth Kimiri Kihumbu 2018

All rights reserved. No part of this report may be photocopied, recorded or otherwise reproduced, stored in a retrieval system or transmitted in any form by electronic or mechanical means without prior permission.
ABSTRACT

The purpose of the study was to establish the factors influencing the implementation of Results Based Management in the United Nations Agencies in Nairobi. The study was guided by three research questions: The first question examined the effect of organization culture on the implementation of results based management. The second question examined the effect of organization leadership on the implementation of results based management and the third question investigated the effect of organization resources on the implementation of results based management.

The study adopted a descriptive study design and a questionnaire was used as the research instrument. This was used as the data collected was of quantitative nature. The target population was drawn from five UN Agencies in Nairobi, Gigiri complex consisting of 5 senior level managers, 10 middle level managers, 18 supervisors and 62 general staff. The study used stratified random sampling due to the heterogeneous nature of the target population. A sample of 77 was selected and 64 responded giving a response rate of 84%. A specifically designed structured questionnaire was the tool used to collect primary data for this study. The data was analyzed using descriptive statistics including percentages and frequencies for easier interpretation. Pearson correlation and regression analysis were then used to show how the independent variables influence the dependent variables. Thereafter, the data further analyzed using the Statistical Package for Social Sciences (SPSS) Software. The findings were presented using figures and tables.

The study findings revealed that organization culture, organization leadership and organization resources have an influence on the implementation of Results Based Management (RBM). However, only organization culture and organization resources have a significant influence on the implementation of RBM. The findings show that organization culture has a high influence on the implementation of RBM. In addition, when organization culture is combined with organization resources, the resultant effect has a higher positive influence on the implementation of RBM. Organization leadership was found to have an insignificant influence on the implementation of RBM.

The study found out that a strong organization culture with a clear focus on results is essential for the effective implementation of RBM. Findings revealed that roles and responsibilities
should be defined clearly and the managers granted autonomy and accountability for the results. In addition, cross project learning where the use of lessons learned from previous project implementation activities should also be incorporated. Information flow is critical where managers should be kept informed on implementation data and reporting of results should be done in a consistent and standardized manner.

For effective implementation of RBM, the study found out that senior management should take the lead in the implementation of RBM. The organization leaders should emphasize on the achievement of results rather than focus on inputs and processes. The findings also established that management should prioritize staff training on RBM. In addition, the organization management should have guidance materials on results based management and institutionalize new policies and procedures to support RBM. The study findings also revealed that management should communicate the demands of RBM to all staff and management should have a dedicated drive to improve staff capacity on RBM.

The study findings show that the organization should invest significant resources on monitoring & evaluation and data management. Furthermore, the organization should set a side resources for RBM capacity development. The study also found out that the organization should route resources towards a results friendly information system.

The study concludes that the United Nations` Agencies should pay close attention to organization culture and organization resources while implementing Results Based Management during implementation of the ongoing projects and the future pipeline projects.

The study recommends that the United Nations Agencies should strive to promote a results oriented culture, foster strong leadership in RBM and invest significant resources towards RBM capacity development. Sufficient resources should also be channeled towards RBM support systems (monitoring and evaluation and data management systems). For effective implementation of RBM, particular emphasis should be laid on organization culture and organization resources and less emphasis on organization leadership.
ACKNOWLEDGEMENT

I am grateful to The Almighty God for granting me peace, knowledge and health that has enabled me to complete this research.

I acknowledge the immense contribution of my supervisor, Professor Fred Newa, for his availability, professional guidance, advice and effective timely response at each stage in the preparation and execution of this research paper. Thank you for your support and inspiration.

Not to forget staff at the UN agencies for without their corporation the completion of this research paper would not have been possible.
DEDICATION

To my family who are the pillars and sources of great inspiration.
# TABLE OF CONTENTS

STUDENT’S DECLARATION ........................................................................................................... iii
COPYRIGHT ............................................................................................................................... iv
ABSTRACT .................................................................................................................................... v
DEDICATION ............................................................................................................................... viii
LIST OF TABLES ......................................................................................................................... xi
LIST OF FIGURES ....................................................................................................................... xi
LIST OF ACRONYMS AND ABBREVIATIONS ......................................................................... xiii

## 1.0 INTRODUCTION .................................................................................................................. 1
   1.1 Background of the Study .................................................................................................... 1
   1.2 Statement of the Problem ................................................................................................... 5
   1.3 Purpose of the Study ......................................................................................................... 6
   1.4 Research Questions .......................................................................................................... 7
   1.6 Scope of the Study ............................................................................................................ 8
   1.7 Definition of Terms ......................................................................................................... 8
   1.8 Chapter Summary ............................................................................................................ 10

## 2.0 LITERATURE REVIEW ...................................................................................................... 11
   2.1 Introduction ...................................................................................................................... 11
   2.2 Organization Culture Influence on the Implementation of RBM ...................................... 11
   2.3 Organization Leadership influence on the implementation of RBM ................................... 19
   2.4 Allocation of Organization Resources influence on the implementation of RBM ............. 24
   2.5 The Conceptual Framework ............................................................................................ 29
   2.6 Chapter Summary ............................................................................................................ 30

## 3.0 RESEARCH METHODOLOGY ........................................................................................... 31
   3.1 Introduction ...................................................................................................................... 31
   3.2 Research Design .............................................................................................................. 31
   3.3 Population and Sampling Design ..................................................................................... 31
   3.4 Data Collection Methods ................................................................................................ 34
   3.5 Research Procedures ....................................................................................................... 34
   3.6 Data Analysis Methods .................................................................................................... 35
   3.7 Chapter Summary ............................................................................................................ 36
CHAPTER FOUR .......................................................................................................................... 37

4.0 RESULTS AND FINDINGS ...................................................................................................... 37

4.1 Introduction ............................................................................................................................ 37

4.2 Demographical Factors .......................................................................................................... 37

4.3 Effect of Organization Culture on the Implementation of RBM ............................................ 41

4.4 Effect of Organization Leadership on the Implementation of RBM ...................................... 44

4.5 Effect of Organization Resources on the Implementation of RBM ....................................... 46

4.6 Implementation of Results Based Management ..................................................................... 47

4.7 Correlation Analysis .............................................................................................................. 50

4.8 Regression Analysis .............................................................................................................. 52

4.9 Chapter Summary ................................................................................................................. 55

CHAPTER FIVE .......................................................................................................................... 56

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS ........................................ 56

5.1 Introduction ............................................................................................................................ 56

5.2 Summary ............................................................................................................................... 56

5.3 Discussion .............................................................................................................................. 58

5.4 Conclusions .......................................................................................................................... 63

5.5 Recommendations ............................................................................................................... 64

REFERENCES ............................................................................................................................. 66

APPENDIX I: COVER LETTER ................................................................................................. 80

APPENDIX II: QUESTIONNAIRE ............................................................................................... 81
LIST OF TABLES

Table 3.1: Target Population Distribution ................................................................. 32
Table 3.2: Sample Size .................................................................................................. 33
Table 4.1: Response Rate ............................................................................................... 37
Table 4.2: Descriptive on Organization Culture ............................................................ 43
Table 4.3: Descriptive on Organization Leadership ....................................................... 45
Table 4.4: Descriptive on Organization Resources ........................................................ 47
Table 4.5: Descriptive of Implementation of RBM ........................................................ 49
Table 4.6: Correlation between Implementation of RBM and Organization Culture .... 50
Table 4.7: Coefficients of Implementation of RBM and Organizational Leadership .... 51
Table 4.8: Coefficients of Implementation of RBM and Organizational Resources ...... 51
Table 4.9: Model Summary - Implementation of RBM, Organization Culture and Or- 
organization Resources ................................................................................................. 52
Table 4.10: Coefficients of Implementation of RBM, Organizational Culture and Organization Resources ................................................................. 52
Table 4.11: Model Summary - Implementation of RBM, Organization Culture, Organization Leadership and Organization Resources ................................................................. 53
Table 4.12: ANOVA ....................................................................................................... 54
Table 4.13: Coefficients of Implementation of RBM , Organizational Culture, Organization Leadership and Organization Resources ................................................................. 54
LIST OF FIGURES

Figure 2.1: Results Chain Flow .................................................................13

Figure 2.2: The Conceptual Framework.......................................................29

Figure 4.1: Gender of Respondents.............................................................38

Figure 4.2: Age of Respondents.................................................................38

Figure 4.3: Position in the Organization.......................................................39

Figure 4.4: Number of Years in the Organization.......................................39

Figure 4.5: Level of education.................................................................40

Figure 4.6: Knowledge of Results Based Management............................40

Figure 4.7: Training on Results Based Management.................................41
# LIST OF ACRONYMS AND ABBREVIATIONS

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>FAO</td>
<td>Food and Agriculture Organization of the United Nations</td>
</tr>
<tr>
<td>HR</td>
<td>Human Resources</td>
</tr>
<tr>
<td>JIU</td>
<td>Joint Inspection Unit</td>
</tr>
<tr>
<td>MIS</td>
<td>Management Information Systems</td>
</tr>
<tr>
<td>MOPAN</td>
<td>Multilateral Organization Performance Assessment Network</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-governmental Organization</td>
</tr>
<tr>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development and Development</td>
</tr>
<tr>
<td>PURES</td>
<td>Programme Planning, Implementation, Reporting and Evaluation System</td>
</tr>
<tr>
<td>RBM</td>
<td>Results Based Management</td>
</tr>
<tr>
<td>SISTER</td>
<td>System of Information on Strategies, Tasks, and Evaluation of Results</td>
</tr>
<tr>
<td>UN</td>
<td>United Nations</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
</tr>
<tr>
<td>UNFPA</td>
<td>United Nations Population Fund</td>
</tr>
<tr>
<td>UNICEF</td>
<td>United Nations Children's Fund</td>
</tr>
<tr>
<td>WHO</td>
<td>World Health Organization</td>
</tr>
</tbody>
</table>
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

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 (Kusek, 2005). Organization for Economic Cooperation and Development and Development Assistance Committee (OECD-DAC) (2006) defines results based management as a management strategy focusing on performance and achievement of outcomes, outputs and impacts.

According to (UNDG, 2011), Results Based Management is a tactic where all actors on the ground are able to contribute either directly or indirectly to the realization of a set of development goals and ensure that their processes, product and services led to the achievement of desired results (outputs, outcomes and goals). It has a focus on the timely and effective achievement of relevant objectives and goals through strategic planning, implementation and resource planning. This is followed by performance measurement, monitoring and reporting as well as systematic use of performance information to improve policy decision making and the programme performance at all levels. (United Nations Development Group, [UNDG], 2011). RBM puts an emphasis on the importance of results through systematic goals and objectives and it clearly states how results should be obtained (McAllister, 2009).

The concept of Results Based Management (RBM) is not really new. It has its origin dating way back into the 1950’s. Peter Ducker in his book, The Practice of Management, introduced for the very first time a very similar concept by the name “Management by Objectives (MBO)”. The main principles for this concept were: promotion of the organizational objectives, specifying clear objectives for each employee of the organization, inclusive and participatory decision making. These principles are pretty much in sync with the RBM approach (Nickols, 2016). MBO was introduced in the public sector in the mid-seventies when many mangers learned to set objectives, identify good performance indicators and delegated responsibility appropriately (Wairimu, 2005).
While development organizations are increasingly yearning to better understand what works, many in the sector have felt that results and evidence protocols and practices have restricted their ability to pursue transformational development. However, there is the recognition that the results agenda can create opportunities for people centered accountability processes (Eyben 2015).

In the late 1990s, a need for improved public sector management resulted to the formulation of Results Based Management. This was portrayed as a management culture that focused on the customer or consumer as well as the need for accountability for results. International Organizations followed suit to establish and incorporate RBM. The United Nations Agencies were also facing similar pressures and challenges from the UN Member States to improve their management styles to be more efficient, effective, and accountable and results focused (Bester, 2012).

Results Based Management has been one of the United Nations Reform Agenda for the last ten years. Following the 2007 Triennial Comprehensive Policy Review, a lot of efforts have been initiate by the United Nations Development System to promote results based management (UNICEF, 2015). The Millennium Development Goals (MDGs) developed in 2000, Paris Declaration of Aid Effectiveness (2001), the Accra Agenda for Action (2008) and the Busan Global Partnership for Effective Development Cooperation (2015) all had a concrete focus on development results (UNDG, 201)

With the United Nations fully adopting RBM, the transitional phase experienced a tendency of the United Nations entities combining results based budgeting and RBM. During an assessment of implementation of RBM by United Nation entities, the Joint Inspection Unit (JIU) voiced its concern over this confusion. A further review of RBM in the United Nations Secretariat performed by the Office of Internal Oversight services confirmed this concern (Bester, 2012).

RBM is designed to improve project and programme policy and strengthen management efficiency, effectiveness and accountability. It focuses on programming, managing and decision making from inputs to ensure the objectives are met. The Asian Development Bank defines results management in two forms; one, a management approach and two, a set of tools for strategic planning, monitoring and evaluating performance, reporting, organizational performance and leaning. Results management improves organizational performance by
applying traditional tools such as strategic planning, results frameworks, monitoring and programme evaluation in the modern context of decentralization, networking, flexibility, participatory processes and accountability (ADB, 2006).

According to Bester (2012), a result can be defined as a desirable and measureable change in the state due to a cause and effect relationship induced by an intervention. The results are therefore the answers to the identified problems and they focus on the changes that an intervention is expected to bring about. A result is therefore achieved when outputs produced further the purpose of the intervention. It often relates to. With the growing demand for evidence by managers that the activities they fund are generating long term benefits, results based management uses project planning framework to provide this evidence.

In the OECD countries, the donor agencies demanded performance measurement of the entire project that they fund at two level: one at project implementation progress and two, the results achieved. As such, these two broad types of performance measurement can be distinguished as implementation measurement which is concerned with whether project inputs (human, financial and material resources) and activities (processes and tasks) are in compliance with the design of budgets, work plans and schedules. Emphasis has now shifted from immediate results (outputs) to medium and long term results. (Outcome and impacts) (Werner, 2003).

The Results based management as a performance based framework was first introduced in the Malaysian public sector in 1990. It was then adopted by countries such as Mauritius, Australia, India, Zimbabwe, Namibia and Botswana (Koshy, 2008). The Ministry of Finance in Malaysia has implemented RBM currently referred to as CEDRE for close to a decade. The performance Agreement also known as the Program Agreement in Malaysia is normally prepared using a Program Logic Chart as part of the budgetary process. The Ministry of Finance administers RBM through the use of administrative circulars and the focus on results is clearly spelled out. Through the implementation of RBM, the Malaysian Ministry of Finance had identified the following recommendations: RBM requires adequate strategic inputs and needs assessment before goals and objectives are set out for the individual projects and overall program. The inputs should on a top down approach, from the top leadership with departmental heads being the major stakeholders in the proposed results.
Australia is also perceived to be one of the early pioneers of RBM (Mackay, 2009). Initially, the department of finance implemented tight controls in its system, however, with the introduction of RBM, the system evolved to a more voluntary approach. This lead to increased commitment, evaluation and ownership. Currently in Australia, issues to do with Monitoring and Evaluation are dealt by individual departments and agencies. In the Republic of Korea, RBM is seen as a product of the Asian economic crisis of the late 1990s (Lee, 2002). According to Lee (2002:194). The Korean government believed that the national economic crisis stemmed from the lack of efficiency in the public sector management. As a result the government introduced new results focused management practices. A couple of challenges were faced by the Korean government in implementing RBM. These include poor coordination and cooperation between government departments, inadequate professional and skilled labor and excessive lack of decentralization of policy analysis and evaluation (Lee, 2002).

Uganda’s recognition of service delivery effectiveness as an essential part of the national development management is adequate evidence by the Ugandan government of its commitment towards results (Pazvakavambwa, 2014). Uganda developed a Poverty Eradication Plan (PEAP) and due to its commitment in results, Uganda was declared eligible to benefit from the Highly Independent Poor Country Initiative, HIPC (Hauge, 2001). In addition, the country introduced more measures for transparency in its budgeting to its external and internal stakeholders and decentralization in planning and resource management. According to Hauge, 2001, Uganda is still experiencing problems in the coordination and harmonization in regards to monitoring and evaluation.

Shifting to Non-government actors, the Council of Global Environmental Facility (GEF) approved the application and implementation of a results based management framework for GEF- 4. This incorporated reporting and monitoring at three levels: institutional (organization), programmatic (focal area) and project in its December 2007 meeting (OECD, 2006). GEF council agreed that it was necessary to introduce results based approach to improve management effectiveness and accountability by outlining realistic expected results, monitoring progress towards achievement of these results, incorporating lessons learned into management decisions and performance reporting. During 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). This was subject to the adoption and implementation of a Results Based Management framework to support the strategic priorities of the Adaption Fund (McAllister, 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).

1.2 Statement of the Problem
There is a general public perception that the aid programs especially by the United Nations, are failing to produce concrete development results. Donors have also expressed fatigue in funding these developments projects as concrete results are not being achieved. The development cooperation agencies have faced considerable external pressures to reform their management systems to become more effective and results oriented (McAllister, 2009).

While some non-governmental agencies have gained experience in establishing performance measurement controls incorporating the provision of performance information and external reporting of results. Many of these agencies have designed and now brought on board reforms in their performance measurement systems (Poate, 2000). These agencies are facing difficulties in instituting effective procedures and practices for measuring performance and thus the experience with the actual use of performance information for management decision making, installing organizational incentives and practices that would promote its internal use by managers remain relatively weak in most cases (Werner, 2003). Currently, there is limited literature on the issue of results based management especially in the non-governmental organizations.

UN agencies normally go through a continuous assessment conducted by the Multilateral Organization Performance Assessment Network (MOPAN). The latest MOPAN (2015-16) assessment concluded the following; a) results-based management across the UN Agencies is still a work-in-progress. The assessment team found that there are still weaknesses in RBM and that staff knowledge of RBM varies at both decentralized offices and headquarters b) While progress on results-based budgeting has been made, the corporate budgets and reports
presented to the Governing Bodies do not yet provide a complete picture of how resources are used to achieve organizational outputs and outcomes.

According to Bester (2012), some of the senior managers in the United Nations Development system are enforcing a results agenda in their respective organizations. The leaders of these organizations have adopted a results based management approach. However, there is an acknowledgment among these leaders that results based management is not necessarily understood or fully embraced by all the senior managers.

In the results based management cycle, evaluation is a key component. However, the amount of funds dedicated to the evaluation function appears insufficient in most of the organization (Mayne 2012). In addition, several organizations have decentralized their evaluation functions where these devolved evaluation units seem to lack the necessary resources to engage in quality evaluations.

Although RBM is an evolution of existing management philosophy, its implementation is a recent and significant departure from preceding principles making it a fairly new concept. Relevant literature is limited and mostly comprised of theoretical and historical assessments of public sector reforms and programme evaluations. The theoretical framework of RBM and its suitability as a management framework derived from a philosophy needs to be explored. The available literature on RBM implementation is mainly restricted to issues regarding processes while issues relating to individuals appeared to be missing. That is, the phenomenon regarding the knowledge, beliefs, perceptions and attitudes of staff remained “under-explored.” This research is aimed at contributing towards gathering knowledge that would help in closing this gap. According to (Schroeder, 2007), most systems in RBM have emerged through trial and error. Therefore, the body of knowledge needs to be built through research on experiences of different organizations. This study can, in part, contribute to building this body of knowledge. This research study thus examined the factors influencing the implementation and the performance of Results based management in the United Nations Agencies.

1.3 Purpose of the Study
The purpose of this study was to establish the factors that influence the implementation of Results Based Management in the United Nations Agencies in Nairobi.
1.4 Research Questions
The research questions that guided the study were:

1.4.1 What is the influence of organization culture on the implementation of Results Based Management?

1.4.2 What is the influence of organization leadership on the implementation of Results Based Management?

1.4.3 What is the influence of organization resources on the implementation of Results Based Management?

1.5 Significance of the Study

1.5.1 Top management and staff of the United Nations Agencies
The findings of this study will enable the management and staff of the UN agencies to have a clear understanding of the factors influencing the implementation of results based management in their organization and corresponding evaluation and taking corrective measures where necessary.

1.5.2 Donors
The study will help implementing agencies to have a better reporting framework to the respective donors with a clear focus on development results. As a result donor funds will be used more efficiently and effectively to achieve the set results and ultimately the desires impacts to the targeted population.

1.5.3 UN agencies
The study will help the UN Agencies adopt best practice in the implementation of Results Based Management. As UN agencies mainly rely on donor funding, the findings of this study will enable the agencies to report results to the donors more effectively on previous funds obtained and thus attract more funding.

1.5.4 Researchers and Academicians
This study will be useful to researchers as it will bring into light further areas of research on results based management. 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 probing the factors that influence the implementation of Results Based Management in the United Nations Agencies with a specific reference to United Nations Agencies in Nairobi. The geographical scope of the study was limited to the Agency country office based in Nairobi (Gigiri).

This is because the management team involved in implementing RBM is based in the Nairobi offices. This was ideal as it granted me direct access to the intended respondents, had an immediate rapport with the participants and ultimately enabled me to gather data that was directly related to the research objectives. The research study was conducted in the period from August 2017 to December 2017.

Although the UN Agencies have their main offices in Nairobi, operations are also spread in the counties where there are field offices. Limitation foreseen on this study were that a substantial percentage of staff travel both locally to the field offices. Staff are also involved in frequent international assignments. To mitigate this challenge I scrutinized the travel plans for the intended respondents to identify the most appropriate time that they might be available.

1.7 Definition of Terms
1.7.1 Results Based Management
RBM is a strategy in management where by all actors contribute directly or indirectly to achieving a set of rules to ensure that their processes, products and services contribute to the attainment of desired results (outcomes, outputs and higher level goals or impacts) (Hatton, 2007).

1.7.2 Results Based Budgeting
This is a budget process in which programme formulation revolves around a set of predefined objectives and foreseen results. The expected results can justify the resource requirements which are derived from and linked to the outputs required to achieve the results and c) in which actual performance is measured by objective performance indicators. (Bester, 2012).
1.7.3 Strategy
Strategy refers to a complex web of ideas, thoughts, insights, experiences, goals and expectations that provide general guidance for specific actions in the pursuit of a particular end. (Nickols, 2016).

1.7.4 Strategic Objective
This is what the stakeholders want/ expect from the organization if the stakeholder’s needs are met, then the organization has achieved its objective (Kenny, 2012).

1.7.5 Results
These are changes in a condition or state that derive from a cause and effect relationship. There are three types of this kind of changes; outputs, outcomes and impact that can be set into motion by a development intervention (Mayne, 2012).

1.7.6 Logical Framework (Log frame)
This is a management tool used to improve the design of interventions mostly at the project level. It involves identifying the strategic elements (inputs, outputs, impact and outcomes) and their corresponding casual relationships, indicators, assumptions and risks that may influence success or failure. It therefore facilitates planning, execution and evaluation of a development intervention (McAllister, 2009).

1.7.7 Impact
These are the change in people’s lives. They include changes in behavior, skills, knowledge, health or the living conditions for children, adults, families or communities. Such changes are positive or negative long term effects on an identifiable population group produced by an intended or unintended development intervention (Mayne, 2012).

1.7.8 Performance
This is the degree to which an organization accomplishes a given task according to specific criteria/standard/guidelines or achieves results in accordance with stated plans and measured against the known standards of accuracy (Cooley, 2003).
1.7.9 Outcome
These are the changes in the institutional and behavioral capacities for development conditions that occur between the completion of outputs and the achievement of goals. (Mayne, 2012).

1.8 Chapter Summary
The chapter begins by giving an overview of the evolution of results based management to its current state of adoption and implementation especially in the United Nation Agencies. It highlights the gaps of this management style which provides a basis for the study.

Chapter two will review the literature relevant to the study. Chapter three will cover research methodology which will be used to conduct the study. The forth chapter will present the findings of the study. Chapter five will present a summary of the discussions, conclusions and the recommendations of the findings.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
The main purpose of this study is to identify the factors influencing the implementation of Results Based Management with a focus on the United Nations Agencies in Nairobi. The chapter analyses a number of articles which are related to the study and highlights the importance of the subject. This chapter also details the variables, theories and concepts that are in sync with this study. In addition, previous research that has studied the factors influencing the implementation of results based management in the United Nations and non-governmental organizations will be evaluated. The conceptual framework for the study will also be explored.

2.2 Organization Culture Influence on the Implementation of RBM
According to McCormic (2008) culture is the foundation of an organization that defines employees’ behavior. In order for organizations to achieve high performance, it is important to identify the challenges affecting organization performance. In this regard, studies conducted have shown that among the factors that can influence organization performance is the organization culture (Taslimi, 2015).

Organization culture can be defined as a representation of the collective principles, values and beliefs of the members of the organization. It stems from various factors including product, history, market, management style, type of employees, strategy, as well as the national culture (Needle, 2004). According to Weeks (2010), Organization culture is the enduring force and the natural evolving living system that normally injects stability and order within an organization especially regarding the network of human activities and interactions. It can also be viewed as the system and values that employees from different backgrounds and different levels possess. Organization culture is seen to be a series of shared mental assumptions that lead interpretation and actions in organizations by describing proper behavior of various positions (Ravasi & Schultz, 2006).

Kotter (2008) concluded that organization culture has the ability to increase organization performance. Nganga and Nyongesa (2012) also allured to the fact that institutional culture has
a direct impact on its performance. Ahmed and Safiq (2014) also argued that organization culture with all its dimensions has a direct impact on the performance of the organization.

An important attribute in building a more effective and efficient results management and evaluation approach, is the need to develop and maintain an evaluative culture in an organization (Mayne 2009). No organization has a clearly distinct pure culture that distinguishes it from another. The organizational core culture is the underlying value that depicts the organization identity though the organization culture. It is central to the proper functioning of the organization and forms a nuclear core in which the organization operates and thrives in (Ogot, 2006).

2.2.1 Results Based Management

Many authors have come up with multiple definitions of the Results Based Management System. Fadera (2010) defined RBM as a management approach aimed at ensuring that activities achieved desired results and its main aim being to improve management effectiveness and accountability in achieving results. UN Development Group (2010) defined RBM as a management strategy by which all actors on the ground contributing directly or indirectly to achieving a set development results, ensure that their processes, products and services contribute to the achievement of desired results and these are outputs, outcomes and goals.

Madhekani (2012) differed with Fadera (2010) as he highlighted that the primary purpose of RBM is to improve efficiency and effectiveness through organizational learning and secondly to fulfil accountability obligations through performance reporting. Goodson (2008) brought in another dimension and defined RBM as a broad management strategy aimed at changing the way institutions operate, by improving performance, programmatic focus, strengthening management effectiveness, efficiency and accountability. He alluded that RBM reflects the way an organization applies processes and resources to undertake interventions to achieve commonly agreed results.

This study adopted the RBM definition given by OECD (2010), who defined RBM as a contemporary management philosophy and approach that focuses on the appropriate and
timely achievement of relevant goals and objectives through strategic planning, systematic implementation and resource usage, performance monitoring, measurement and reporting as well as systematic utilization of performance information to improve policy decision making and program performance at all levels. The evident thing from this different definitions is that the purpose of RBM is to achieve improved organizational performance through organizational learning and to meet accountability obligations (Bester 2012).

According to Madhekani (2012), Results based management system is conceptualized as a results chain of inputs, activities, outputs, outcomes and impacts. It is based on the assumption that actions taken at one level will lead to a result at the next level, and in this sense, the results chain stipulates the sequence actions taken to achieve a particular results. The results chain is the basic logic model adopted by most organizations, (Meiner, 2003). The 2009 AFB/8 meeting also noted that the results chain is the center of RBM and it provides a structured logic model that lays out the sequence and steps necessary to achieve stated objectives. In simple terms, applies a results chain to plan a clear logical process and manage the implementation to achieve the desired results, (Barrados, 2003).

Figure 2.1 below shows the Results Chain Flow

![Results Chain Flow](Munyaradzi, 2012)

According to Koshy (2006), Malaysia introduced an IRBM system in 1999 covering all the stages of programme implementation which utilized a programme and activities approach within a long term macro planning framework supported by the three components. He notes that Malaysia implemented RBM in a in a systematic and integrated manner. Top management was heavily involved in strategic performance planning, consultation efforts and consensus building with the lower management level (Koshy, 2006).
The management is strictly held liable for the resources disbursed to them. In addition, human capital plays a pivotal role in organizational and personnel performance giving emphasis on the efficient use and management of inputs and work processes. Zimbabwe introduced RBM in 2005 to address the socio-political economic challenges it was facing at the time (Munyaradzi, 2012). Since RBM is viewed as one of the best international practice in the management of public affairs in the quest to satisfy good governance demands from citizens, the Zimbabwean cabinet adopted all the RBM components including the Integrated Development Planning which is a coordinated top down planning approach that outlines national, sectorial, ministerial and departmental vision, key result areas, goals, objectives, outputs, outcomes, and impact.

Madhekani (2012) alluded that implementation of the system started in government departments and now cascading down to parastatals and local authorities. As a result of the adoption of RBM, major successes have been achieved such as capacity building in RBM through training of all levels of management in public service, parastatals and local authorities, enhanced compliance to project schedules and efficient financial management through public financial management system (Munyaradzi, 2012).

According to Obong’o (2009) the government of Kenya did not adopt all the components of the results based management system but only picked what they deemed key elements. The key elements include performance planning, performance target setting, and performance monitoring and reporting. He noted that the Kenyan government focused on performance contracts because of the shortcomings in the public sector. This was as a result of the assumption driving the performance contract is that “once performance can be measured and performance shortfalls identified (including non-performers), actions can be taken to address the shortfall” (Jones and Thompson, 2007).

Obong’o (2009) also highlighted that, of the sixteen state corporations where this was introduced, they recorded an increase of 282% in net pre-tax profits in the year 2003 to 2004. This therefore means that the model chosen by the Kenyan government of performance management system on the whole proved to be good and a necessary step.
2.2.2 Types of Organization Cultures

According to (Cameron & Quinn, 2011) there are four types of organization culture. The first type is the clan culture. In this culture, members of the organization work in a collaborative way. They share many commonalities and they view themselves as part of one big family. In this form of culture, leadership takes the form of mentorship and the organization is usually bound by traditions. This form of culture advocates for team work, consensus and communication.

The second form of culture is the market culture. This type of culture focuses on achieving concrete results. The leaders of organizations implementing this kind of culture are demanding and tough. Its main goal is to succeed and beat the competition. The main value drivers in this culture are profitability and increase in the market share. The third culture is the adhocracy culture which focuses on creativity. Employees in the organizations having this culture are encouraged to be risk takers. The leaders are seen as entrepreneurs and innovators. The organization is built on experimentation with emphasis on ingenuity (Berrio, 2003).

Finally, the fourth type of culture is the hierarchical culture which is based on structure and control (Schein, 2006). Strict formal institutional procedures, standard operating procedures characterize this culture. The leaders lay emphasis on efficiency and predictability.

In study of Japanese and Indian film makers, it was found out that most successful Japanese organizations had both entrepreneurial and competitive cultures while most of the Indian firms had an entrepreneurial culture. This study showed that the successful implementation of RBM depends on the organizations ability to develop and sustain a results oriented management culture (Teplova, 2003). However, RBM requires more than the implementation of new operational and administrative procedures and systems (Mc Allister, 2004). A results oriented management approach that will promote the implementation of new management approaches is also required (Armstrong, 2005).

Traditionally, non- governmental institutions adopted management techniques and cultures focused on the measurements of inputs, outputs and activities. However, a results focused culture should strive to manage the achievement of goals and results and as such the traditional
non-governmental organizations should change and adopt the results oriented culture (McAllister, 2004).

2.2.3 Organizational Culture in the UN

The UN system contains both the formal and informal cultures. Within the secretariat, the system functions with high bureaucracy characteristic of the military and the structures are hierarchical. The leadership is risk averse and suppresses initiative (Darrow and Arbour 2009). At the managerial level, the UN administration is characterized by short term focus which is as a result of factors such as: laid out financial timeframe for donor, interests of the national governments and the usual biennial budgeting and programming (Uvin, 2004). RBM was increasingly adopted by the UN in the early 2000. This focused on a two year time line for achievement of laid down objective through predefined inputs, activities, outputs and results.

However, with the proliferation of different UN agencies and the governance bodies, the UN culture has been characterized by a “silo” mentality and rivalry among the different agencies (Weiss, 2009). The UN organizations and their respective staff protect their “turf” with regard to the allocation of funds, responsibilities and personnel (Darrow 2009). As a result, there has been the lack of a holistic understanding and the streamlining of interactions among different elements that enable the systematic effectiveness.

Clarke (2010) argues that there have been some developments in the UN culture that can help counter the trend of “silo” thinking. To begin with, there has been an increase in the interagency activities. At the UN headquarters level, the UNDG human rights mainstreaming mechanism coordinates close to a dozen human rights and other related interagency operations covering areas such as gender mainstreaming, policy issues and the rule of law (Assembly, 2005). In addition, at the decentralized level, the was a pilot program to Deliver as One in countries, i.e. Tanzania, Rwanda, Uruguay, Pakistan, Mozambique, Cape Verde, Vietnam and Albania. This was a well spirited attempt and actual implementation to have the decentralized UN countries work with one leader, one budget, one programme and one office. This enabled a decent shift from the traditional myopic thinking of the UN to a more system oriented operations.

Mayne (2009) argued that the key to establishing a more effective results management and evaluation approach is the need to come up and maintain an evaluative culture in an
organization. He states that there is a continuous need to have an environment where performance information is sought after and valued by the management. In the absence of such a climate, the adherence to procedures can dominate attitude towards results management.

2.2.4 Results Based Accountability Culture

Accountability is one of the critical and dynamic factors affecting an organization’s success. Accountability can described as an obligation or the willingness to accept responsibility for certain actions (Nazari, 2015). It means that the members and employees of an organization can rely on each other to keep performance commitments (Samuel, 2012). Accountability therefore forms a crucial element of a successful organization strategy.

Employees should take personal accountability for the achievement of concrete results. If employees are held accountable, it gives them a sense of purpose and ownership which then translates to improved organization performance (Samuel, 2012). Results based accountability facilities measurable improvements of an organization’s results by incorporating outcome based decision making into the organization’s procedures and processes (Mark, 2009). As a result, a collective impact of the organization’s activities is achieved by implementing results based accountability.

Well-crafted results based accountability fosters better working relationships among the employees and improves job performance (Evans, 2008). This results from the desire for all employees to take accountability for the required results. Bustin (2014) states that willingness constitutes the intellectual component of accountability. It shows the level of skills and competence of the employees for the job and their ability to attain the desired results. The willingness to accept accountability by the employees stems from the presence of a favorable organization environment that is consistent with the desired outcomes (Mark and Sophie, 2004).

The leadership of the organization thus plays a crucial part in creating a favorable organization environment that facilitates the cultivation of accountability culture (Samuel, 2004). Worral (2013) agrees to the fact the presence of an accountability culture promotes better organization performance, the presence of dynamic teams throughout the organization structure, who have trust within themselves, enables the production of high quality goods and services. The team
hold themselves accountable for all outcomes and accepts the results of its actions (Browning, 2012).

According to Mark (2009), the implementation of results based accountability requires first building accountability within the organization followed by performance accountability. Building accountability is a process that requires aligning of the employee’s attitudes and behaviors with the organization’s business strategy. On the other hand, performance accountability involves continually asking how the organization is doing. Results based accountability therefore promotes the success of an organization when the right things are done, in the right way, by the right staff and at the right time (Worral, 2013).

It is therefore clear that a culture for accountability is important in the organization’s success. When the United Nations Development Programme (UNDP) adopted the use of RBM, it was clear that creating a culture for accountability for results was dire to the organization (Mayne, 2009). All the available resources in UNDP were put into the best possible use for development results in the programme countries.

UNJIU (2004) proposed that RBM calls for new roles, relationships, expectations and approaches for both management and staff in an organization. This means that a whole new perspective to organizational operations envisaging a set of managerial attitudes and culture that focuses on results (Ibid, 2009). Implementation of the strategy requires substantial changes in the management style, activities, roles, responsibilities, relationships and levels of accountability (Saldanha, 2002). Mayne (2007) adds that, in the Public Service, there is again a need for a cultural shift from mere production of services with correct application of government regulations and procedures to making a difference. Emphasis is always on the centrality of the client or customer and accountability for results (UNESCO, 2008).

A review of RBM implementation in the International Labour Organization found that the office introduced a new performance framework that aligned individual efforts to the unit and the overall organization goals. Based on the expected deliverables, the managers in the units should draft a work plan and assign the work in a manner that the unit staff can beat contribute to the common goals. As a result, the unit work plans form the basis for identification of individual priority outputs upon which performance of the individuals will be assessed. The
staff are therefore accountable for their outputs and the managers are held accountable for achieving the desired results set out in their work plans (ILO, 2011).

2.3 Organization Leadership influence on the implementation of RBM

2.3.1 Organization Leadership styles

According to (Mullins, 2004), a leader can be defined as a person who delegates or influencing others to act so as to carry out specified objectives. Omolayo (2007) alludes that leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. Organizations in the modern world need effective leaders who understand the complexities of the rapidly changing global environment. Different leadership styles may affect organizational electiveness or performance. Oladipo (2013) stipulates that the success or failure of proper organizations, nations and other social units has mainly been credited to the nature of their leadership style.

Barchiesi et al (2007) measured the leadership effectiveness and leadership role and its influence on performance, leadership behaviors, and attitudes. They found that high leadership indexes are not related to past performance records but associated both to higher potentiality of enhanced performance and to higher reputation of organizations, pointing in the direction of a meaningful influence of behavioral complexity and dynamics on the leadership perceived level. A mechanism of leadership styles affecting team innovation in the private research centers investigated the relationship between different leadership styles and team innovation with the mediating effects of knowledge sharing and team communication.

Successful implementation of RBM is solely dependent on the management and staff having the relevant knowledge, skills and abilities to develop and use RBM systems (Gwata, 2014). Mascarenhas (1996) states that the lack of skills and experience on the part of management and staff presents a major challenge to the implementation of RBM. In addition, Wachira (2013) agrees to these assertions and states that if the introduction and implementation of RBM is not complemented with a dedicated drive to improve management and staff capacity on RBM, the implementation of RBM remains oratory. Similarly, Mayne (2009) identifies the lack of familiarity with RBM and lack of technical capacity as common impediments to the implementation of RBM.
According to Ndege (2014), RBM is highly dependent on transformational leadership. Burns (1978) defined transformational leadership as a process where leaders and followers engage in a mutual process of 'raising one another to higher levels of morality and motivation. Transformational leaders raise the bar by appealing to higher ideals and values of followers. In doing so, they may model the values themselves and use charismatic methods to attract people to the values and to the leader.

In the Burns model of transformational leadership, there are several different types of transformational leaders: Intellectuals - a leader devoted to seeing ideas and values that transcend the practical needs of all. With an intellectual leader, there is a higher moral purpose and vision that can transform society. Reformers - a leader of reform movements that requires the participation of large numbers of followers to achieve. Reform leaders can transform part of society to realize a higher standard of moral principles. Revolutionaries - a leader that may ask followers for the "ultimate sacrifice" for the greater good of all. While a reform leader may work towards improving one aspect of society, the revolutionary leader asks for changes to the whole of society; and Charismatic (Hero) - perhaps the ultimate form of a transformational leader. The charismatic leader is viewed as a hero among followers. (Burns, 1978).

Transactional leadership relies more about "trades" between the leader and follower by which followers are compensated for meeting specific goals or performance criteria. The transactional leader will first validate the relationship between performance and reward and then exchange it for an appropriate response that encourages subordinates to improve performance (Bryant, 2003)

Transactional leadership in organizations plays an exchange role between managers and subordinates and it is understood to be the exchange of rewards and targets between employees and management. Gupta (2014) explained Transactional leaders motivate subordinates through the use of contingent rewards, corrective actions and rule enforcement. Transactional leader tends to focus on task completion and employee compliance and these leaders rely quite heavily on organizational rewards and punishments to influence employee performance.

In all organizations, the human resource is a key resource for delivery of tangible results. Wilton (2011) stated that in order for employees to add value to the organization, they must be
fully equipped with the right caliber of skills that will facilitate delivery of expected results. He proposed that it is for the HR practioners to ensure that the employees have the necessary key competencies to enable them deliver as per expectations.

According to Binnendjik (2001) there exists a need to develop supportive mechanism to enable the successful implementation of RBM. This involves assisting the employees to implement effectively by providing appropriate training and technical assistance. Mulikita (2000) also proposed that for RBM to work effectively, it is crucial to follow best HR practices which include proper staff selection, compensation, training and development. The holistic elements of HR including selection and recruitment, learning and development, culture management, communication and involvement are some of the mechanisms that an organization can manage its performance (Wilton, 2011).

Flint (2003) alluded that RBM is not possible without HRM. If employees perceive that staff selection, compensation and development of career decisions are made based on non-merit basis, and unfairness in terms of their efforts vis-à-vis rewards, the employees will hardly have any motivation to strive for excellence in their performance. The management of human resources is therefore vital to ensure that selection, rewards and promotions are done in a transparent and professional manner and importantly not being pseud by political pressures.

Mulikita (2001) stated that partnerships are of great importance. For RBM to be successfully implemented, it is important to involve all the stakeholders involve in defining the expected results and consequently providing feedback. This therefore implies that the organization leaders should involve all its employees in the setting of their individual objectives. Without the involvement of the employees in setting the goals of the organization, the organization may end up not meeting its objectives. As per UNDP (2009), RBM reinforces partnerships as it transfers the focus of the organization from outputs mostly produced by one organization to outcomes which necessitates the collaboration of many groups. Werner (2003) also alluded that for RBM to be implemented successfully, mutual and beneficial partnerships relationships should be built on the basis of trust among the involved stakeholders.

Binnendjik (2001) also highlighted that there exists a need to empower the line managers and supervisors through training and development. This means that the people in charge of appraisal of performance should be sufficiently empowered such that they are able to make
corrective actions independently, without necessarily having to seek approval from the top management in every issue that comes up.

The efficient and effective implementation of RBM is mainly dependent on managers and staff having the necessary knowledge, skills and abilities to develop and use the system (Poate, 2001). The absence of these elements have a high negative impact on the implementation of RBM. Groot and Moolen (2001) staff capacity includes knowledge, skills, attitudes and other capabilities that facilitate a sustained improvement in individual and group performance. Gwata (2013) conducted a study on the factors influencing the implementation of RBM in public sector in Zimbabwe found out that lack of capacity of the managers tasked to implement RBM was one of the significant factors affecting RBM implementation.

Taylor (2004) argued that a competent and capacitated staff establishment is fundamental to the successful implementation of a result based performance management system based on RBM principles. Gaps will appear on staff competences and these will need to be addressed. At the beginning of each year, each institution will be required to compile a staff development plan deriving from the gaps in performance of each staff on functional and behavioral factors in relation to his/her action plan. The organization should therefore ensure that funds are allocated for its implementation. At the end of the year, the organizations should monitor its staff development plan.

2.3.2 Creating a Results Oriented Culture

The effective Implementation of RBM mainly relies on the ability of an organization to create and sustain a culture that lays emphasis on results (Mayne, 2007). At any one time, organizations encounter hurdles when implementing any kind of change as individuals are inherently resistant to change (Armstrong, 2009). A major contributor to resistance is that staff are normally comfortable with the current way of doing things and therefore any change in the way things are done is not welcome. In addition, the employees are also satisfied with the status quo and therefore they are not interested to improve their performance (Amjad, 2003).

Strong organization leadership is therefore important in creating a results oriented culture. Curryntine, (2015) also states that strong leadership is key to building a successful performance management system. Rust and White (2007) while reviewing the overall experiences of
developing governments, pointed out the need for strong leadership normally through a strong champion at the senior most level of the organization. A review of the World Bank Experience (2002) showed the critical role played by the board and senior management as they started focusing their attention towards results.

Building a results oriented culture does not happen overnight. This takes time and to be effective, it should be accompanied by incentives necessary for results based management. As it stands, a strong results oriented culture has not fully developed in the United Nations Development system. A results focused culture needs a well-informed desire or demand for results information, incentives, supportive organizational systems, capacity to adapt and learn, results based management and measurement capacity and a results oriented accountability regime (Mayne, 2007). The mix and extent to which these variables have been instituted varies across the various agencies in the United Nations Development system.

In the Canadian private sector, lack of effective leadership was identified as a significant challenge through opinion data collected (Schatcher, 2004), furthermore, available literature suggests that the leaders of the organizations can effectively demonstrate commitment through deliberate actions (Binnendijk, 2001). These actions include persistence, setting challenging yet reasonable targets for staff, communication of RBM message internally as well as externally and he provision and lobbying of related resources (Bester, 2012). The United Nations Joint Inspection Unit (JIU) also conducted a research on RBM implementation based on the review of reports on managing for results as well as interviews of UN staff. The study revealed the absence of visible management commitment and leadership as a major challenge (UNJIU, 2014).

Madhekeni (2012) found out that while implementing RBM for Non-profit organizations in Zimbabwe, there was a substantial appreciation of RBM within the organizations but there exists the need to institute change management initiatives to transform the mindset of the leaders of the organizations. The main aim of this transformation is to sensitize the organizations leadership and make them understand that the organizations are implementing programmes for the purpose of managing results and improving service delivery.
According to the Multilateral Organization Performance Assessment Network (MOPAN 2014), the UN has implemented concrete measures and demonstrated strong executive leadership to promote a results oriented culture at both the Organizational level and the decentralized country level.

2.4 Allocation of Organization Resources influence on the implementation of RBM

Organizational resources are all assets that are available to the institution for use. There are four basic types of organizational resources which are significantly key in the establishment of a RBM. These among others include; human, monetary, systems and Capital (Kusek & White 2005). Bester (2012) stated that Results-based management is a system, and for it to be implemented effectively, all elements of the system must work. If one aspect of the system is weak, it lessens the overall effectiveness of results-based management. The relevant resources, workable management and accountability systems, and knowledge management must be in place to support results-based management.

For an organization to design and implement effective Results Based Management systems, there should be a provision of the necessary resources to ensure effective implementation (Newcomer, 1999). Resources can be classified into physical capital resources, human capital resources and organizational capital resources (Barney, 1991). RBV defines resources as physical assets, intangible assets, and organizational capabilities that the firm owns and control (Wernerfelt, 1984). Capabilities comprise latent competencies or expertise employed in organizations operations underlined with accumulated know-how (Day, 1994). They further reiterated, as an indefinite open ended firm resource, resistant to being replicated, capabilities constitute a firm’s prime and most essential resource.

Resources are either tangible (e.g. financial or physical) or intangible (e.g. employee’s knowledge, experiences and skills and firm’s reputation), mobilized to create a sustainable competitive advantage (Galbreath, 2004; Grant, 2002). Wernerfelt (1984) asserts companies acquire competitive advantage through resources, tangible and intangible. Intangible resources are by nature, diverse and immobile, with individualistic disposition and are relatively resistant to duplication.
Grant (2002) pointed out tangible resources are easily identified and evaluated because physical resource and financial resource are recorded in the firm’s financial statements. Physical resource includes land and buildings (size, location), plant, equipment, machinery and tools (with technical sophistication), whilst financial resources alludes to the firm’s ability to efficiently utilize its financial resource to maximize profits (Inmyxai and Takahashi, 2010). Further, Inmyxai and Takahashi (2010) emphasized that the firm’s physical resources boosted with sophisticated technology can be expected to increase production, services, and business operations. The true worth of resources is depicted by how the firms formulate and deploy their strategies to improve performance. Firms that have successfully employed its physical assets to gain competitive advantage were able to do so through a history of prudent choices about the acquisition and deployment of the resources. The physical resources of a firm have an impact on performance. Correspondingly, a firm’s propensity towards breakthrough transactions depends on the availability of financial resources, and conversely, a firm may be curtailed towards innovating strategies when financial resources are limited (Lee et al., 2001).

2.4.1 Human Resources

Chris Bishop 2015, states that a strong human resource base is one of the most important factors in the establishment of RBM. According to Mulikita (2002), For RBM to work effectively, Human Resources (HR) best practices should be adopted and executed professionally. These include: Staff selection, training, career management and compensation. In order to ensure accountability of results, employees should possess the right skills and be fully equipped to enable them deliver the expected results. Wilton (2011) asserts that it is the role of human resources to ensure that the employees have the key competencies to enable them deliver as expected.

The constitutive elements of Human Resource Management, i.e. selection and recruitment, learning and development, rewards, culture management, communication and involvement are the mechanisms through which an organization can manage and improve its performance (Wilton, 2011). As a result the HR practitioners play a crucial role of formulating HR polices that are mutually supportive and constitute an integrated framework that promotes employee and organizational improvement. In this respect, Flint (2003) argued that RBM is not possible without HRM.
To support his argument that RBM is not possible without HRM, Flint (2003) stated that if the staff selection and recruitment, compensation and career management decisions are not conducted professionally and on merit basis, and if the employees perceive that their efforts do not match their rewards, there would be hardly be any motivation among the employees that would incite and drive excellence in their performance.

According to Madhekeni (2012), there exists a problem of insufficient resource allocation that hampers the training initiatives for the majority of employees to become conversant with RBM. Owing to these constraints the outreach training programs are not fully executed and hence training have been limited in many instances.

2.4.2 Management Information Systems

Effective information systems form an intrinsic part of a successful RBM strategy. As a result, most of the organizations of the United Nations system have reviewed their existing management information systems to have systems that support the effective implementation of RBM (Mulikita, 2015). It is therefore crucial for the organizations to set aside resources for the development and maintenance of effective information systems. These organizations have adopted various approaches to align their information’s systems to RBM.

According to GEF Council Meeting 2014, a lack of an efficient automated system. GEF’s current IT platform does not easily permit the distillation of prolific data into the depiction of a meaningful corporate level results framework, nor does it connect to the diverse and discrete systems of the Agencies. The system therefore does not provide a sufficiently rich and real-time analysis of the portfolio (Wairimu, 2015).

Organizations including, UNFPA, WHO, UNDP and ILO phased out their legacy systems and replaced them with ERP (Enterprise Resource Planning) systems. These systems cover in an integral manner, the programme and budgeting, accounting and finance and the human resources management components of the organizations. As a result, UNFPA and UNDP, began the first phase of ERP implementation in the year 2004, with the full functionality incorporated in the year 2006 (UNJIU, 2004).
According to Ortiz (2004), the World Health Organization (WHO), adopted the Global Management System (GMS) as its ERP in the year 2007. UNESCO and FAO changed their programme and budgeting systems to adopt a results based integrated system for planning, programming, budgeting, monitoring and reporting. FAO developed a system known as PIRES (Programme Planning, Implementation, Reporting and Evaluation System). On the other hand, UNESCO developed a system known as SISTER (System of Information on Strategies, Tasks, and Evaluation of Results (Tang 2004).

It is therefore very crucial for the United Nations Organizations to allocate sufficient funds for the development, maintenance and upgrade of their information systems to ensure that the systems are constantly results oriented.

2.4.3 Monitoring and Evaluation
The birth of Result Based Management (RBM) in the late 1990s set a clear mark, that without a Result Based Monitoring and Evaluation (RBME) system, it was becoming very impossible to establish whether the expected changes or results were achieved. The concept of RBME as part and parcel of Results Based management (RBM) is believed to have begun with Peter Drucker as Management by Objectives (MBO) and Performance Budgeting System (PPBS) in the 1960s and evolved into the use of logical framework for the public sector in the 1970s (Eitu, 2016).

Results-based monitoring and evaluation are distinct, yet complementary. They both require collecting data on outcomes, along with critical thinking and analysis. They both aim to provide information that contributes to learning and can help inform decisions, improve performance and achieve better results. Monitoring and Evaluation (M&E) is a continuous management function to assess if progress is made in achieving expected results, to spot bottlenecks in implementation and to highlight whether there are any unintended effects (positive or negative) from an investment plan, programme or project (“project/plan”) and its activities (Koshy, 2015).

Monitoring and evaluation (M&E) is a critical part of RBM. It forms the basis for clear and accurate reporting on the results achieved by an intervention (project or programme). In this way, information reporting is no longer a headache, but becomes an opportunity for critical
analysis and organizational learning, informing decision-making and impact assessment (Koshy, 2015).

In the Latin America, the Result based monitoring and evolution system commonly known as the Colombia’s National Results-Based Management and Evaluation System (SINERGIA) was established 16 years ago. This system has progressively developed and endured the countries’ institutional, political, and fiscal problems to attain one of the highest levels of development. Based on its accomplishments in improvement of the country’s performance, it has been held up as an example by multilateral organizations, donor agencies, and other governments (Manuel 2008).

Bester (2012) state that once a partner agrees to pursue a set of results, through a programme, implementation starts and monitoring becomes an essential task to ensure results are being achieved. M&E provides invaluable information for decision making and lessons learned for the future. Building and sustaining results-based M&E systems is not easy. It requires continuous commitment, time, effort, and resources—and champions. M&E together constitute a primary pillar of RBM. As such, M&E are integral components of the programme and project cycle (Kusek, 2015).

Durbar (2010) argues that Monitoring and Evaluation can play a vital role in providing information whether the objectives and the goals set in the Periodic Plan for the development of nation, have been achieved or not. Monitoring and Evaluation have been considered as an important tool to provide information whether the development programmes have been implemented appropriately or not and whether the expected output and outcomes have been achieved. Besides, it also provides evidence based information on main contributing factors behind the success and failure as well as the improvements that will be required in future.

A well-defined and properly implemented results based monitoring system is therefore a vital role in RBM. The UN organizations should therefore strive to ensure that sufficient resources are dedicated for the M&E systems to ensure they are consistently results based (Kuster, 2015). Measuring outputs and outcomes through monitoring becomes essential during implementation. Zall (2004) alludes that collecting and sharing data on the project’s indicators
on a regular basis empowers managers and stakeholders with real-time information about progress on and towards the achievement of outcomes. This helps identify strengths, weaknesses and problems as they occur, and enables project managers to take timely corrective action during project implementation. This in turn increases the likelihood of achieving the expected outcomes.

2.4.3 Financial Resources

Perrin (2002) and Meier (2003) state that financial resource shortage has been identified as plaguing the effectiveness of RBM as a performance management tool. Governments had been found to lack the adequate financial resources to implement RBM. Financial crisis had swept all the economies with the impact being great in developing countries that also look up to the developed nations for aid (World Bank 2011). Bennendijk (2000) argues that effective implementation of RBM has been by inadequate resources in many countries leading to the system dying at early stages before realizing its goals.

Thikedn (2001) reveals that African countries have acute shortages of resources and this have crippled the effectiveness of the performance management regimes in the past. Meier (2003) reveal that due to resource shortages RBM has taken years to be effective in Thailand. Review of sub-Saharan countries by (UNDP 2007) has shown that RBM has been a paper exercise in the reviewed countries due to unavailability of resources to implement.

2.5 The Conceptual Framework

From the literature surveyed, this study proposes the conceptual framework as shown in the diagram below in figure (b) for RBM to improve the achievement of the organization’s strategic objectives.

![Conceptual Framework Diagram]

Figure 2.2: The Conceptual Framework
2.6 Chapter Summary

This chapter reviewed existing literature on organization culture, organization leadership and the available resources in an organization and their influence on the implementation of results based management. Chapter Three discusses the research methodology, with focus on the population, description of the data collection instruments and methods to be used. It also gives details of the research procedures and the data presentation method used.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the research methodology. The chapter covers research design, population and sampling design, data collection methods, research procedures, data analysis methods and ultimately provides the chapter summary. Further, procedures used for testing the research instrument reliability and validity are discussed.

3.2 Research Design
According to Vaus (2001) the purpose of a research design is to ensure that the evidence obtained will enable the researcher answer the research questions as unambiguously as possible. The research design for this study was a descriptive design that used a survey. Lewis (2010) stated that a survey design is an attempt to collect data from an identified group of persons, the sole objective being to determine the current status given the specified variables. In this study, the current status is results based management with respect to the specified variables. A survey design was adopted as it facilitated collection of primary data necessary to realize the research objectives. It was also found appropriate in collecting useful data that was quantified and reported as a representation of the real situation or characteristics in the study population.

3.3 Population and Sampling Design
3.3.1 Population
Population defines the whole set of objects or events under investigation which the study wishes to make inferences (Cooper & Schindler, 2003). The target population of the study was 95 staff working at UN offices in Nairobi. The target population comprised of senior and middle level managers, supervisors and general staff as shown on table 3.1 below.
3.3.2 Sampling Design

Sampling design is a design, or a working plan, that specifies the population frame, sample size, sample selection, and estimation method in detail. The objective of the sampling design is to know the characteristic of the population (Saunders, Lewis & Thornhill, 2010).

3.3.2.1 Sampling Frame

A sampling frame is the set of source materials from which the sample is selected (Kumar, 2008). Due to the imprecise and unknown factors within populations, a researcher may not know to choose the correct sample from the population, as a remedy, a sampling frame is used to identify the suitable sample from the population (Kumar, 2005). The sampling frame for the study was all the staff members with active contracts to December 2017. The list of these staff members was be obtained from the human resource unit.

3.3.2.2 Sampling Technique

Sampling technique is the method of selecting elements from the population that represented the population (Collis & Hussey, 2013). There are mainly two approaches to sampling: Probability sampling and non-probability sampling. A probability sample is one in which each target population element has a known, non-zero chance of being selected. Non-probability sampling does not involve any scientific basis and presents a greater opportunity for bias.

### Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>frequency</td>
</tr>
<tr>
<td>Senior Level Managers</td>
<td>5</td>
</tr>
<tr>
<td>Middle Level Managers</td>
<td>10</td>
</tr>
<tr>
<td>Supervisors</td>
<td>18</td>
</tr>
<tr>
<td>General Staff</td>
<td>62</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95</strong></td>
</tr>
</tbody>
</table>

Source: (UN, 2017)
The researcher used probability sampling and more specifically under probability sampling, stratified random sampling was used. A stratified random sample was used as it was easy to rank the employees from the organizations organogram. In this study, the employees were grouped in four strata: senior level managers, middle level managers, supervisory staff and general staff. Random selection was applied on each stratum. The sampling technique ensured that each population element had a known nonzero chance of selection (Cooper & Schindler, 2003).

3.3.2.3 Sample Size

A sample size is a set of elements from which data is collected. Determining the sample size is a critical issue as sample which are too small may lead to inaccurate results and very big samples will result in time, money and resource wastage. The study used disproportionate stratified sampling. This is where the sample size in each stratum does not have to be proportionate to the population size of each stratum. Therefore two or more strata will have different sampling fractions (Cooper & Schindler, 2003). As the senior level, middle level managers and supervisors are not many, all the individuals in this strata were selected as respondents. For the general staff, the formula below according to Yamane (1967) was used to determine the sample size.

\[ n = \frac{N}{1+N(e)^2} \]

Where \( N \) = Population
\( e = 0.05 \) – 95% confidence level

Using the formula above, from a population of 95, a sample of 77 will be used.

Table 3.2 below shows the sample size in each strata to be used in the study.

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Sampling Frame</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Level Managers</td>
<td>5</td>
<td>5</td>
<td>6%</td>
</tr>
<tr>
<td>Middle Level Managers</td>
<td>10</td>
<td>9</td>
<td>12%</td>
</tr>
<tr>
<td>Supervisors</td>
<td>18</td>
<td>15</td>
<td>19%</td>
</tr>
<tr>
<td>General Staff</td>
<td>62</td>
<td>48</td>
<td>62%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>95</strong></td>
<td><strong>77</strong></td>
<td><strong>100%</strong></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 & 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).

This study mainly relied on primary data. Cooper and Schindler (2003) explains that the primary sources are original works of research or raw data without interpretation or pronouncements that represent an official opinion or position. This type of data is always the most authoritative because the information has not been filtered or interpreted by a second party. Data was collected through the use of a structured questionnaire. The questionnaire mainly included closed ended questions with scaled responses. Closed ended questions were mainly used due to the ease of analysis.

The questionnaire contained five parts. Part A aimed at obtaining demographic information from the respondents such as age, gender, position in the organization, duration served in the organization and academic qualifications. Part B, C, D and E contained a key for scaled responses. The scaled responses incorporated numbers which were used directly as codes (McDaniel & Gates, 2001). The statements in these sections tested the respondents’ views of how an organization’s culture and implementation strategy influences the implementation of Results Based Management.

3.5 Research Procedures

This refers to the process followed in the course of conducting the research project (Bryman & Bell, 2003). As data was collected through a questionnaire, the questionnaire was first pilot tested to refine the questions before it was administered in the actual study. Pilot tests are done to detect weaknesses in the design of the tool and provide proxy data for the selection of a probability sample.

Vogel & Draper (2017) states that a pilot study is normally used to try out a research instrument. Baker found out that picking 10 - 20% of participants from the actual sample size constitutes a reasonable number to consider enrolling in a pilot study. Polit and Hungler (2001)
states that a major advantage of conducting a pilot study is that it can give advance warning regarding the weakness in a proposed study.

The feedback received from piloting the questionnaire was used to refine the questions before the questionnaire was finally administered to the targeted respondents. The researcher personally dropped and picked the questionnaire to the sampled respondents. For the sampled respondents who did not fill the questionnaire in a period of one week, a follow up email was sent to them. This method enabled the researcher to create personal contacts with the respondents. For the targeted respondents based in field offices, the researcher administered the questionnaire through email.

Each respondent received the same set of questions in exactly the same way. In addition, a cover letter clarifying the purpose and usefulness of the study was attached to the questionnaire which had a clear note ensuring that the information provided by the respondents will be treated with absolute confidentiality and that they will not experience any negative affects by contributing to the research.

### 3.6 Data Analysis Methods

This is the systematic application of statistical techniques to describe, condense, illustrate and evaluate data. The data collected was first checked for completeness and accuracy then it was coded and edited by assigning a number to each answer of the question. The study used descriptive and inferential statistics to analyze the data collected. Microsoft excel and SPSS was used to analyze the data. Descriptive statistics was used to analyze data through various tools such as frequencies, standard deviation and the mean as commonly used in descriptive research design. The study used correlation statistics to establish the degree of association between the implementation of results based management and organization culture, organization leadership and organization resources. The study also used regression statistics to analyze the extent of the significance of the relationship between the dependent and independent variables. The regression model is presented in the equation below:
\[ Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon \]

Where

\( Y \) = Results Based Management

\( \alpha \) = constant

\( b_{1-3} \) = Régression Coefficient

\( X_1 \) = Organization Culture

\( X_2 \) = Organization Leadership

\( X_3 \) = Organization Resources

\( \varepsilon \) = error term

The data is presented in terms of tables, graphs and charts.

3.7 Chapter Summary

This chapter presents the research methodology that will be used for this study. The chapter covers research design, population and sampling design, data collection methods, research procedures, data analysis methods. The next chapter will presents the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter provided results computed from the data analysis that was done. The chapter discusses results on demography, position in the organization, number of years worked in the organization, level of education, and prior knowledge of Results Based Management. The chapter also discussed results based on research questions.

4.1.1 Response Rate

The research issued a total of 77 questionnaires and 65 questionnaires were filled and returned. This gives a response rate of 84%. This response rate was considered sufficient for the study as indicated in Table 4.1 below.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>65</td>
<td>83</td>
</tr>
<tr>
<td>Non-response</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>77</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 Demographical Factors

The research analyzed data regarding demographic factors and the results were presented as follows:

4.2.1 Gender of Respondents

Findings revealed that 56% of respondents were male and 44% female as shown in Figure 4.1 below.
Figure 4.1: Gender of Respondents

4.2.2 Age group of Respondents

The analysis revealed that 26% of respondents were aged between 26 to 33 years, 30% between 33 to 40 years, 30% between 41 to 48 years and 15% age between 49 to 56 years as shown in Figure 4.2 below

Figure 4.2: Age of Respondents

4.2.3 Position in the Organization

The analysis of respondent’s position in the organization, findings revealed that 67% of respondents were general staff level, 15% were supervisors, and 11% middle level managers and 7% were senior managers as shown in Figure 4.3 below
4.2.3 Number of Years in the Organization

In order to establish the time period the respondents have worked in the organization, findings revealed that 52% of the respondents have been in the organization a period of 1 to 5 years, 30% have been in the organizations for a period of 6 to 10 years. In addition, 7% percent of the respondents have worked in the organization for a period of 16 to 20 years. This is shown in Figure 4.4 below.

Figure 4.4: Number of Years in the Organization
4.2.4 Level of Education

To analyze the literacy levels, findings from the study revealed that a huge majority of the respondents have master's degree at 92%, 8% have masters and another 8% have a doctorate as shown in Figure 4.5 below.

![Figure 4.5 Level of Education](image)

4.2.5 Knowledge of Results Based Management

The study findings revealed that 37% of the respondents have working knowledge of RBM, 30% have basic knowledge of RBM, 22% have intermediate knowledge of RBM and 11% are experts in RBM as shown in Figure 4.6 below.

![Figure 4.6 Knowledge of Results Based Management](image)
4.2.6 Training on Results Based Management

Findings from the study revealed that 67% of respondents had on the job training on RBM, 11% had had formal training on RBM, another 11% have not been trained on RBM at all, 7% of the respondents have taken personal initiative to learn about RBM and 4% have had mandatory training on RBM as shown on the Figure 4.7 below.

![Figure 4.7 Training on Results Based Management](image)

4.3 Effect of Organization Culture on the Implementation of RBM

The study sought the effect of organization culture on the implementation of RBM. Respondents were asked a number of questions and were supposed to rate them with the highest being strongly agree (5) and the least being strongly disagree (1).

4.3.1 Descriptive on Organization Culture

Findings show that 58% of respondents agree that roles and responsibilities at all levels are clearly set out and known to staff, 19% did not come to any conclusion, 15% disagreed and 8% strongly agreed. 54% of the respondents agreed that the organization uses project Implementation data for decision making process, 23% did not come to any conclusion, 12% disagreed and another 12% strongly agreed that the organization uses project Implementation data for decision making process. 50% of the respondents agreed that managers are given autonomy to manage results and are held accountable for the results, 23% did not reach any
agreement, 19% strongly agreed, and 8% disagreed. In addition, 54% of the respondents agreed that the organization staff report on project and program implementation data and results in a consistent and standardized manner, 23% did not come to a conclusion, 19% disagreed, and 4% strongly agreed. 38% agreed that managers and supervisors are kept informed about Results Based Management at all times, 35% did not come to an agreement, 15% disagreed, 8% strongly agreed and 4% strongly disagreed.

Findings also revealed that 48% agree that the organization uses lessons learned from project completion reports and evaluations to improve its effectiveness and design new projects processes, 20% strongly agreed, 20% could not reach an agreement, and 12% disagreed. Furthermore 56% agreed that there are organizational requirements for results informed planning and budgeting, 20% did not come to a conclusion, 16% strongly agreed, 4% disagreed and a further 4% strongly disagreed. 38% of respondents could not come a conclusion as to whether there is a supportive learning culture for results based management, 31% agreed, 19% disagreed and 12% strongly disagreed. Also, 38% agreed that staff have a positive attitude towards results based management, another 38% could not reach a conclusion, 15% strongly agreed, 4% disagreed and another 4% strongly disagreed. This is shown on Table 4.2 below.
Table 4.2 Descriptive on Organization Culture

<table>
<thead>
<tr>
<th>Variable</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roles and responsibilities at all levels are clearly set out and known</td>
<td>8%</td>
<td>58%</td>
<td>19%</td>
<td>15%</td>
<td>0%</td>
<td>3.58</td>
</tr>
<tr>
<td>to staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization uses project  Implementation data for decision</td>
<td>12%</td>
<td>54%</td>
<td>23%</td>
<td>12%</td>
<td>0%</td>
<td>3.65</td>
</tr>
<tr>
<td>making process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers are given autonomy to  manage results and are held</td>
<td>19%</td>
<td>50%</td>
<td>23%</td>
<td>8%</td>
<td>0%</td>
<td>3.81</td>
</tr>
<tr>
<td>accountable for the results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization staff report on project  and program implementation data</td>
<td>4%</td>
<td>54%</td>
<td>23%</td>
<td>19%</td>
<td>0%</td>
<td>3.42</td>
</tr>
<tr>
<td>and results in a consistent and standardized manner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers and supervisors are kept informed about Results Based</td>
<td>8%</td>
<td>38%</td>
<td>35%</td>
<td>15%</td>
<td>4%</td>
<td>3.31</td>
</tr>
<tr>
<td>Management at all times</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization uses lessons learned from project completion reports</td>
<td>20%</td>
<td>48%</td>
<td>20%</td>
<td>12%</td>
<td>0%</td>
<td>3.76</td>
</tr>
<tr>
<td>and evaluations to improve its effectiveness and design new projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>processes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There are organizational requirements for results and informed</td>
<td>16%</td>
<td>56%</td>
<td>20%</td>
<td>4%</td>
<td>4%</td>
<td>3.76</td>
</tr>
<tr>
<td>planning and budgeting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is a supportive learning culture for results based management</td>
<td>0%</td>
<td>31%</td>
<td>38%</td>
<td>19%</td>
<td>12%</td>
<td>2.88</td>
</tr>
<tr>
<td>Staff have a positive attitude towards results based management</td>
<td>15%</td>
<td>38%</td>
<td>38%</td>
<td>4%</td>
<td>4%</td>
<td>3.58</td>
</tr>
</tbody>
</table>
4.4 Effect of Organization Leadership on the Implementation of RBM

The study sought the effect of organization leadership on the implementation of RBM. Respondents were asked a number of questions and were supposed to rate them with the highest being strongly agree (5) and the least being strongly disagree (1).

4.4.1 Descriptive on Organization Leadership

Findings revealed that 46% of respondents agree that senior management has taken the lead in results based management, 27% did not come to any conclusion, 195 strongly agreed, and 8% disagreed. 35% did not reach a conclusion as to whether emphasis on learning about RBM is communicated to staff, 31% disagreed, 27% agreed, 4% strongly disagreed and another 4% strongly agreed. In addition, 42% agreed that there is a focus on achieving results rather than implementing inputs and processes is emphasize, 23% disagreed, 12% strongly agreed and another 12% strongly disagreed. 44% agreed that management has prepared guidance materials on results based management systems, 36% did not come to a conclusion, and 20% disagreed. Findings showed that 42% did not come to a conclusion as to whether the organization has institutionalized new policies and procedures to support results based management, 27% agreed, 23% disagreed and 8% strongly agreed. Furthermore 40% did not come to a conclusion as to whether the organization has institutionalized new policies and procedures to support results based management, 27% agreed, 23% disagreed, 8% strongly agreed and 2% strongly disagreed.

In addition, 42% disagreed that management has communicated the demands of Results based management have been to staff, 35% did not come to a conclusion, 19% agreed and 4% strongly agreed. Furthermore, 39% of respondents disagreed with the view that general staff understand the results management system 37% did not reach a conclusion, 15% agreed and 8% strongly disagreed. Findings also show that 33% disagree that there is a dedicated drive to improve staff capacity on RBM, 27% did not reach a conclusion, 23% agree, 14% strongly disagree and 4% strongly agree as shown in Table 4.3 below.
Table 4.3: Descriptive on Organization Leadership

<table>
<thead>
<tr>
<th>Variable</th>
<th>SA%</th>
<th>A%</th>
<th>N%</th>
<th>D%</th>
<th>SD%</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management has taken the lead in results based management</td>
<td>19%</td>
<td>46%</td>
<td>27%</td>
<td>8%</td>
<td>0%</td>
<td>3.77</td>
</tr>
<tr>
<td>A emphasis on learning about RBM is communicated to staff</td>
<td>4%</td>
<td>27%</td>
<td>35%</td>
<td>31%</td>
<td>4%</td>
<td>2.96</td>
</tr>
<tr>
<td>A platform on establishing and prioritizing staff training on RBM was communicated by management</td>
<td>4%</td>
<td>12%</td>
<td>42%</td>
<td>38%</td>
<td>4%</td>
<td>2.73</td>
</tr>
<tr>
<td>A focus on achieving results rather than implementing inputs and processes is emphasized by management</td>
<td>12%</td>
<td>42%</td>
<td>12%</td>
<td>23%</td>
<td>12%</td>
<td>3.19</td>
</tr>
<tr>
<td>Management has prepared guidance materials on results based management systems</td>
<td>0%</td>
<td>44%</td>
<td>36%</td>
<td>20%</td>
<td>0%</td>
<td>3.24</td>
</tr>
<tr>
<td>The organization has institutionalized new policies and procedures to support results based management</td>
<td>8%</td>
<td>27%</td>
<td>40%</td>
<td>23%</td>
<td>2%</td>
<td>3.19</td>
</tr>
<tr>
<td>Management has communicated the demands of Results based management to staff</td>
<td>4%</td>
<td>19%</td>
<td>35%</td>
<td>42%</td>
<td>0%</td>
<td>2.85</td>
</tr>
<tr>
<td>General staff understand the results management system</td>
<td>0%</td>
<td>15%</td>
<td>37%</td>
<td>39%</td>
<td>8%</td>
<td>2.62</td>
</tr>
<tr>
<td>There is a dedicated drive to improve staff capacity on RBM by management</td>
<td>4%</td>
<td>23%</td>
<td>27%</td>
<td>33%</td>
<td>14%</td>
<td>2.77</td>
</tr>
</tbody>
</table>
4.5 Effect of Organization Resources on the Implementation of RBM

The study sought the effect of organization resources on the implementation of RBM. Respondents were asked a number of questions and were supposed to rate them with the highest being strongly agree (5) and the least being strongly disagree (1).

4.5.1 Descriptive on Organization Leadership

Findings showed that 58% agreed that budgets for current ongoing projects have a component for monitoring and evaluation, 38% strongly agreed and 4% did not reach a conclusion. 54% agreed that budgets for pipeline projects have a component for monitoring and evaluation, 35% strongly agreed and 12% did not reach a conclusion. Furthermore, 46% agreed that organization has results friendly information systems, 35% did not come to a conclusion, 12% disagreed and 8% strongly agreed. In addition, 42% of respondents did not come to a conclusion as to whether budgets for current ongoing projects have a component for data management, 38% agreed, 12% disagreed, 4% strongly agreed and a further 4% strongly disagreed.

Findings revealed that 35% of respondents could not reach a conclusion as to whether project budgets have a component for in house staff capacity development, 24% strongly disagreed, 22% agreed, 15% disagreed and 4% strongly agreed. Findings showed that 38% could not come to a conclusion as to whether the organization has an effective frame work for its statistical activities, 35% agreed, 15% disagreed, 8% strongly disagreed and 4% strongly agree. In addition, 40% could not come to a conclusion as to whether the organization has funds dedicated for senior management capacity building, 31% agree, 12% strongly agree, 10% disagree and 8% strongly disagree as shown in Table 4.4 below.
Table 4.4: Descriptive on Organization Resources

<table>
<thead>
<tr>
<th>Variable</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgets for current ongoing projects have a component for monitoring</td>
<td>38%</td>
<td>58%</td>
<td>4%</td>
<td>0%</td>
<td>0%</td>
<td>4.35</td>
</tr>
<tr>
<td>and evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget for pipeline projects have a component for monitoring and</td>
<td>35%</td>
<td>54%</td>
<td>12%</td>
<td>0%</td>
<td>0%</td>
<td>4.23</td>
</tr>
<tr>
<td>evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has results friendly information systems</td>
<td>8%</td>
<td>46%</td>
<td>35%</td>
<td>12%</td>
<td>0%</td>
<td>3.50</td>
</tr>
<tr>
<td>Budgets for current ongoing projects have a component for data</td>
<td>8%</td>
<td>35%</td>
<td>38%</td>
<td>15%</td>
<td>4%</td>
<td>3.27</td>
</tr>
<tr>
<td>management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget for pipeline projects have a component for data management</td>
<td>4%</td>
<td>38%</td>
<td>42%</td>
<td>12%</td>
<td>4%</td>
<td>3.27</td>
</tr>
<tr>
<td>Project budgets have a component for in house staff capacity development</td>
<td>4%</td>
<td>22%</td>
<td>35%</td>
<td>15%</td>
<td>24%</td>
<td>2.69</td>
</tr>
<tr>
<td>The organization has an effective frame work for its statistical</td>
<td>4%</td>
<td>35%</td>
<td>38%</td>
<td>15%</td>
<td>8%</td>
<td>3.12</td>
</tr>
<tr>
<td>activities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has funds dedicated for senior management</td>
<td>12%</td>
<td>31%</td>
<td>40%</td>
<td>10%</td>
<td>8%</td>
<td>3.31</td>
</tr>
<tr>
<td>capacity building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.6 Implementation of Results Based Management

The study sought the effect of organization culture, leadership and resources on the implementation of RBM. Respondents were asked a number of questions and were supposed to rate them with the highest being strongly agree (5) and the least being strongly disagree (1).
4.6.1 Descriptive on Implementation of Results Based Management

Findings showed that 36% of respondents could not come into a conclusion as to whether there is a concrete link between financial and performance information, 28% agreed, 20% strongly agreed and 16% disagreed. Furthermore, 46% agreed to the view that opening of county offices has resulted to a more effective achievement of results, 31% did not reach an agreement and 23% strongly agreed. In addition, 54% agreed that the organization’s measurement of outputs and outcomes is well defined 23% strongly agreed, 19% could not reach an agreement and 4% disagreed. Moreover, 50% agreed that subcontracting partners to implement activities on behalf of the organization is more effective in achieving desired results, 27% could not reach an agreement, 19% strongly agreed and 4% disagreed.

Findings also revealed that 62% strongly agreed that coordination with other UN Agencies results to better achievement of results and 38% agreed. 35% of respondents could not reach a conclusion as to whether direct contact with the famers on the ground increases the organization visibility, 28% agreed, 21% strongly agreed and 16% disagreed. Moreover, 46% agree that employees are still very committed to the goals and objectives of the organization, 38% strongly agree, 12% could not reach an agreement and 4% disagreed. In addition, 39% strongly agreed that donor reporting is more effective when the organization implements activities directly to the beneficiaries, 38% agreed, 19% could not reach an agreement and 3% disagreed. 69% agreed that organizations performance can be seen in the achievement of the organization goals, 23% agreed and 8% could not reach a conclusion as shown in Table 4.5 below
Table 4.5: Descriptive on Implementation of RBM

<table>
<thead>
<tr>
<th>Variable</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a concrete link between financial and performance information</td>
<td>20%</td>
<td>28%</td>
<td>36%</td>
<td>16%</td>
<td>0%</td>
<td>3.52</td>
</tr>
<tr>
<td>Opening of county offices has resulted to a more effective achievement of results</td>
<td>23%</td>
<td>46%</td>
<td>31%</td>
<td>0%</td>
<td>0%</td>
<td>3.92</td>
</tr>
<tr>
<td>The organization’s measurement of outputs and outcomes is well defined</td>
<td>23%</td>
<td>54%</td>
<td>19%</td>
<td>4%</td>
<td>0%</td>
<td>3.96</td>
</tr>
<tr>
<td>Subcontracting partners to implement activities on behalf of the organization is more effective in achieving desired results</td>
<td>19%</td>
<td>50%</td>
<td>27%</td>
<td>4%</td>
<td>0%</td>
<td>3.85</td>
</tr>
<tr>
<td>Coordination with other UN Agencies results to better achievement of results</td>
<td>62%</td>
<td>38%</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>4.62</td>
</tr>
<tr>
<td>Direct contact with the famers on the ground increases the organization visibility</td>
<td>21%</td>
<td>28%</td>
<td>35%</td>
<td>16%</td>
<td>0%</td>
<td>3.52</td>
</tr>
<tr>
<td>Employees are still very committed to the goals and objectives of the organization</td>
<td>38%</td>
<td>46%</td>
<td>12%</td>
<td>4%</td>
<td>0%</td>
<td>4.19</td>
</tr>
<tr>
<td>Donor reporting is more effective when the organization implements activities directly to the beneficiaries</td>
<td>39%</td>
<td>38%</td>
<td>19%</td>
<td>3%</td>
<td>0%</td>
<td>4.12</td>
</tr>
<tr>
<td>Organizations performance can be seen in the achievement of the organization goals</td>
<td>23%</td>
<td>69%</td>
<td>8%</td>
<td>0%</td>
<td>0%</td>
<td>4.15</td>
</tr>
</tbody>
</table>
4.7 Correlation Analysis

4.7.1 Implementation of RBM and Organization Culture

Findings from the study showed that the implementation of RBM and organization culture had a positive correlation of 0.605. The correlation was statistically significant and thus organization culture had a significant influence on the implementation of RBM. This is shown in Table 4.6 below.

Table 4.6: Correlation between Implementation of RBM and Organization Culture

<table>
<thead>
<tr>
<th></th>
<th>Implementation of RBM</th>
<th>Organization Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of RBM</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.605**</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>64</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>Pearson Correlation</td>
<td>.605**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.002</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>63</td>
</tr>
</tbody>
</table>

**. Correlation significant at the 0.01 level (2-tailed).

4.7.2 Implementation of RBM and Organization Leadership

The study findings showed that implementation of RBM and organization leadership had a moderate positive correlation at 0.402 as shown in Table 4.7 below. The correlation was not statistically significant and as such organization leadership did not have a major impact on the implementation of RBM.
Table 4.7: Correlation between Implementation of RBM and Organization Leadership

<table>
<thead>
<tr>
<th></th>
<th>Implementation of RBM</th>
<th>Organization Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of RBM</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>64</td>
</tr>
<tr>
<td>Organization Leadership</td>
<td>Pearson Correlation</td>
<td>.402</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.051</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>63</td>
</tr>
</tbody>
</table>

4.7.3 Implementation of RBM and Organization Resources

Findings revealed that implementation of RBM and organization resources had a positive correlation at 0.535. The correlation was also statistically significant as shown in Table 4.8 below. Therefore organization resources significantly influenced the implementation of RBM.

Table 4.8: Correlation between Implementation of RBM and Organization Resources

<table>
<thead>
<tr>
<th></th>
<th>Implementation of RBM</th>
<th>Organization Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation of RBM</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>64</td>
</tr>
<tr>
<td></td>
<td>Pearson Correlation</td>
<td>.535**</td>
</tr>
<tr>
<td>Organization Resources</td>
<td>Sig. (2-tailed)</td>
<td>.006</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>62</td>
</tr>
</tbody>
</table>

**. Correlation significant at the 0.01 level (2-tailed).
4.8 Regression Analysis

4.8.1 Implementation of RBM, Organization Culture and Organization Resources

The study results revealed that when Organization Culture and Organization Resources, the dependent variables, were regressed against implementation of Results Based Management, the independent variable, 37% of the variation in RBM implementation was explained by organization culture and organization resources as shown in the model summary Table 4.9 below.

Table 4.9: Model Summary - Implementation of RBM, Organization Culture and Organization Resources

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.606(^a)</td>
<td>.367</td>
<td>.303</td>
<td>.77513099</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>.367</td>
<td></td>
<td>.303</td>
<td>.77513099</td>
<td>.367</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5.793</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.010</td>
</tr>
</tbody>
</table>

Table 4.10: Coefficients of Implementation of RBM and Organizational Culture and Organization Resources

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.137</td>
<td>.162</td>
</tr>
<tr>
<td></td>
<td>Organization Culture</td>
<td>.539</td>
<td>.263</td>
</tr>
<tr>
<td></td>
<td>Organization Resources</td>
<td>.023</td>
<td>.290</td>
</tr>
</tbody>
</table>
As per Table 4.10 above, the equation \( Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon \) translated to:

\[
Y = 0.137 + 0.539X_1 + 0.023X_2
\]

Where \( Y \) is the dependent variable implementation of RBM

\( X_1 \) – Organization Culture

\( X_2 \) – Organization Resources

The regression equation illustrated in Table 5.0 below established that taking all factors into account (organization culture and organization resources) and all other factors held constant implementation of RBM would increase by 0.137. The findings presented also showed that with all other variables held at zero, a unit change in organization culture would result to a 0.539 increase in the implementation of RBM, and a unit change in organization resources would lead to a 0.023 increase in the implementation of RBM.

**4.8.2 Implementation of RBM, Organization Culture, Organization Leadership and Organization Resources**

The research analyzed the relationship between the dependent variable: implementation of Results Based Management against organization culture, organization leadership and organization resources. The results showed that the R Square value was 0.428 and thus 43% of the variation in RBM implementation was explained by organization culture, organization leadership and organization resources as illustrated in Table 4.11 below

| Table 4.11: Model Summary - Implementation of RBM, Organization Culture, Organization Leadership and Organization Resources |
|---|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | Change Statistics |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .654\(^a\) | 0.428 | 0.333 | 0.77561 | 0.428 | 4.492 | 3 | 18 | .0155\(^b\) |

A. Predictors: (Constant), Organization Culture, Organization Leadership, Organization Resources
An ANOVA analysis was done between implementation of RBM, organization culture, organization leadership and organization resources at 95% confidence level, the F critical was 4.492 and the P value was .0155 and therefore significant as shown in Table 4.12 below

Table 4.12: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>8.108</td>
<td>3</td>
<td>2.703</td>
<td>4.492</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>10.828</td>
<td>18</td>
<td>0.602</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>18.936</td>
<td>21</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. Dependent Variable: Implementation of RBM  
B. Predictors: Organization Culture, Organization Leadership, Organization Resources

4.8.3 Coefficients of Implementation of RBM and Organizational Culture, Organization Leadership and Organization Resources

Table 4.13: Coefficients of Implementation of RBM and Organizational Culture, Organization Leadership and Organization Resources

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-0.092</td>
<td>0.166</td>
<td>0.551</td>
<td>0.589</td>
</tr>
<tr>
<td>Organization Culture</td>
<td>0.873</td>
<td>0.381</td>
<td>0.762</td>
<td>2.025</td>
</tr>
<tr>
<td>Organization Leadership</td>
<td>0.122</td>
<td>0.26</td>
<td>-0.13</td>
<td>-0.472</td>
</tr>
<tr>
<td>Organization Resources</td>
<td>0.023</td>
<td>0.3</td>
<td>-0.021</td>
<td>-0.075</td>
</tr>
</tbody>
</table>

As per Table 4.13 above, the equation $Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$ translated to:

$Y = -0.092 + 0.773X_1 + 0.122X_2 + 0.023X_3$
Where Y is the dependent variable implementation of RBM

\[ X_1 – \text{Organization Culture} \]

\[ X_2 – \text{Organization Leadership} \]

\[ X_3 – \text{Organization Resources} \]

The regression equation illustrated in Table 4.13 established that taking all factors into account (organization culture, organization leadership and organization resources) and all other factors held constant implementation of RBM would reduce by 0.092. The findings presented also showed that with all other variables held at zero, a unit change in organization culture would lead to a 0.773 increase in the implementation of RBM, and a unit change in organization leadership would lead to 0.122 increase in the implementation of RBM. Moreover, the study also showed that a unit change in organization resources would result in 0.023 increase the implementation of RBM.

\section*{4.9 Chapter Summary}

This chapter presents the results and findings of the study. Findings are presented in frequency tables and graphs, figures and charts. The presentation is aligned to the research questions and analyses the effect of organization culture, resources and leadership on the implementation of Results Based Management. The next chapter presents the discussion of findings, conclusions and recommendations.
CHAPTER FIVE  
5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS  

5.1 Introduction  
This chapter presents the discussions of research findings, conclusion, and recommendations of the study. The chapter sections are aligned with the research questions.

5.2 Summary  
The major objective of this study was to investigate the factors influencing the implementation of Results Based Management in the United Nations` Agencies in Nairobi. The study was guided by the following research questions; what is the influence of organization culture on the implementation of Results Based Management? What is the influence of organization leadership on the implementation of Results Based Management? What is the influence of organization resources on the implementation of Results Based Management?

This study used a descriptive design approach. The target population of this study was the 69 employees of the United Nations Agencies in Nairobi. A structured questionnaire was the tool used to collect primary data for this study. The data, after collection, was analyzed using descriptive statistics including frequencies and percentages for easier interpretation. Pearson correlation and regression analysis were then used to show how the independent variables influence the dependent variable. The data was thereafter analyzed using the Statistical Package for Social Sciences (SPSS) Software. The findings were presented using tables and figures.

From the study, it was deduced that organization culture had a strong influence on the implementation of RBM. This was evidenced by a statistically significant correlation between implementation of RBM and organization culture. Particular emphasis should therefore be paid on organization culture during implementation of RBM. In addition, when organization culture was combined with organization resources, the resultant effect was a stronger positive impact on the implementation of RBM. This was evidenced by the regression between implementation of RBM and organization culture and organization resources which resulted in a greater positive impact on the implementation of RBM. On the other hand, organization leadership
had a positive influence on the implementation of RBM, however, the influence was not as strong as the correlation between organization leadership and the implementation of RBM which was not statistically significant. Organization leadership was therefore not viewed as a strong influencer of RBM implementation.

The study findings established that staff had a relatively high level agreement that roles and responsibilities at all levels were clearly set out and known. The organization also used project implementation data for decision making process and managers were given autonomy to manage results and at the same time held accountable for the results. The organizations’ staff were also in agreement that reporting of project and programme data was done in a standardized and consistent manner. A quarter of the respondents disagreed that managers and supervisors were kept informed about RBM at all times. It was also deduced that the organization used lessons learned from project completion reports and evaluations to improve its effectiveness and design of new projects processes. Staff were also in agreement that the organizations laid out the specific requirements for results, informed planning and budgeting. However, respondents indicated that a supportive learning culture for results based management could be lacking, though the staff had a positive attitude towards results based management.

The findings further showed that the senior management had taken the lead in results based management. However, there were relatively lower levels of agreement with prioritizing staff training on RBM by the organization’s management. On the other hand, management had succeeded in emphasizing on results rather than on inputs and processes. It remained unclear as to whether the organizations have institutionalized new policies and procedures to support results based management. Findings also showed that the general staff did not fully understand the results management system and the organization leaders had not fully communicated the demands of Results based management to staff.

The study findings also revealed that the organizations have been able to budget for monitoring & evaluation, data management personnel and activities in the current and future projects. In addition, there was agreement that the information systems being used were results friendly. However, there was a relatively low level of agreement with the availability of resources for
in-house staff capacity development. There was also a slight agreement that there were funds dedicated for senior management capacity building.

5.3 Discussion

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

The study findings showed that, setting clear roles and responsibilities for all staff at all levels is of fundamental importance to the organization in the implementation of Results Based Management. This in line with Mayne (2007) who states that an organization consist of a wide variety of individuals and groups that are involved in the RBM system, these include: senior managers, middle level managers, staff, RBM specialists, evaluators and oversight bodies. Each of these individuals have a different role to play and there needs to be clarity on who is to do what. This is mainly the case in measurement and reporting where clarity on who is to do which kind of measurement and reporting is crucial. Diamond (2005) also advocates for clear roles, responsibilities and division of work in the Joint Inspection Unit.

The study also established that the organization should incorporate project implementation data in the decision making process. Aly (2015) alludes that the organization should develop and implement a monitoring and evaluation system based on the logical framework which ensures that the collection of baseline, monitoring and final evaluation data which should be used for decision making. In addition, the study established that managers should be given autonomy to manage results and importantly held accountable for the results. According to Bester (2012), accountability is of paramount importance for effective RBM. If managers are not held accountable for results, they are less likely to focus their efforts on achieving the results. RBM is therefore unlikely to survive if there exists no individual and institutional accountability for results. The study findings are thus in sync with Bester (2012) assertions.

Findings also revealed that staff involved in project implementation should report on the implementation data and ultimate results in a consistent and standardized manner. According to McAllister (2009), all programmes need progress reporting during implementation to the donors. The main aim of this reporting process is to find out whether the project objectives are being achieved, what resources have been used, the problems encountered, and whether the project will be completed on time and within budget. He further states that the most common
accepted practice is to have one or two progress reports, depending on the life span of the project. The progress report includes a narrative and a financial report which are in a standardized format. A separate final report is send to the donors at the end project. The study findings are thus in line with McAllister (2009).

It was also established from the study that although 19% were not in agreement, 81% of respondents agree to the fact that managers and supervisors should be kept informed about Results Based Management at all times. Mayne (2007) stated that information and data regarding the progress towards achieving project objectives should be communicated and reported back to all the stakeholders, project managers and supervisors being part of the main stakeholders. Poate (2000) alluded that results based management should implemented through a participatory approach. All the stakeholders involved in the process should be kept informed at all times. According to Harty (1997), managers and supervisors need performance information frequently so as to make necessary adjustments to the project implementation and later on assess the effectiveness of the adjustments made. The most successful organizations have maintained constant communication with their staff at all levels.

The findings showed that respondents believe that organization should use lessons learned from project completion reports and evaluations to improve its effectiveness and design new projects processes. In essence, lessons learned are a practice of capturing data and information for re-use in subsequent tasks or future projects (Anumba & Muteis, 2008). Bryant (2003) asserts that it is critical to discern how to systematically extract and disseminate management lessons as the organization moves from one project to another. Cross project learning, the practice of capturing learnt lessons from past projects so that it is available for use by other projects should be emphasized Newell (2004). Schindler and Eppler (2003) also emphasized on the need to learn and harvest knowledge from one project to another. In addition, a later study by Williams (2007) noted the need for a more advanced, systematic collection and dissemination on lessons learnt from projects.

Further findings show that the organization has set requirements for results and informed planning and budgeting. Mayne (2007) states that a focus on results implies clear and realistic objectives for programmes are identified and performance expectations are laid out for each of the programmes. This is in line with the findings of the study. It was also established that the
organization need a supportive culture for proper implementation of Results Based Management.

According to McAllister (2009), in order to implement Resource Based management successfully, management should implement changes in organizational culture that would aid in the transition especially internal values, feelings, attitudes and behaviours of the personnel. These findings are in sync with that of Weaving and Thumm (2009) who found out that the facilitation of changes in the organization’s culture, that is the values, attitudes, and behaviours of its personnel required the effective implementation of results based management. In addition, Teplova (2003) further proved that successful implementation of RBM depends on the organization’s ability to create a results focused management culture.

5.3.2 The effect of Organization Leadership on the Implementation of Results Based Management

The study findings show that organization leadership has a positive influence on the implementation of RBM.

Findings from the study established that senior management should take the lead in the implementation of Results Based Management. The findings support the argument by Mayne (2007) who stated that senior management have a significant role in supporting and fostering results management by routinely asking questions about results when assessing, reviewing and making decisions on budgeting, planning, operations and reporting. When staff know that such questions will be forthcoming from management, the will ensure they carry out their tasks with a better focus and attention to results. The findings are also supported by Bester (2012) who found out that senior managers in the United Nations development system are driving a results agenda in their respective organizations.

The study showed that respondents were in agreement with the fact that a focus on achieving results rather than implementing inputs and processes is emphasized by management. This is supported by Aly (2015) who alluded that the process of becoming results focused requires a fully managerial commitment and reform towards new public management application combining with the good governance indices adoption, such as transparency, accountability, and collective participation, understanding and commitment of top management. This will help
prioritize achieving results rather than sticking to particular business rules, processes and inputs. This is in line with Hatton and Schroder (2007) who stated that current projects should start to report in the first two to three years on results at the output level, and thus breaking with the past approach of managing for inputs and activities instead of managing for results.

The findings established that management should prioritize staff training on RBM. This is supported by Zvavahera (2014) who stated that staff development and training is an integral part of RBM. Binnendijk (2001) argued that, there is need to come up with supportive mechanisms so that RBM can be successfully implemented. These can be achieved by assisting employees to implement effectively performance measures and management process by providing appropriate training and technical assistance spear headed by management.

The study findings also showed that organization management should have guidance materials on results based management. This is in line with McKernan (2016) who stated that sufficient tutorial materials and even webinars should be provided to all staff including field staff to provide guidance on implementing the new results frameworks that have a focus on results.

The study also revealed that organizations should institutionalize new policies and procedures to support RBM. This is supported by Poate (1997) who argued that the organizations should have RBM support mechanisms which include declaring new policies and procedures. Copper (2002) also agreed to this by stating that the successful implementation of RBM crucially depends on the extent to which performance measures are linked to a policy or strategic framework.

According to the findings of the study, management should communicate the demands of RBM to all staff. This concurs with Mayne (2007) who alluded that robust results data and information will only be forthcoming from staff if there is demand for the information and it is seen as being used. If managers appear not to be interested in results information and undertake planning and managing without asking for evidence and relevant results data, the message will be clear to all and results information will not be provided. Managers should therefore communicate clearly on the need for clear results.

The study also found out that management should have a dedicated drive to improve staff capacity on RBM. This is in agreement with Bester (2012) who noted that entitles within the
United Nations Development System should significantly invest in developing staff capacities in RBM. The main focus on capacity development should be on planning and programming staff, monitoring and evaluation staff, and then to other staff categories in order to develop, maintain and sustain a results oriented culture.

5.3.2 The effect of Organization Resources on the Implementation of Results Based Management

Findings from the study established that budgets for both ongoing and pipeline projects should have a significant component for monitoring and evaluation. This concurs with Kusek et al. (2005) who noted that monitoring and evaluation systems are a critical management tool in achieving project and programme results and meeting specific targets. These systems are one of the techniques used to manage project implementation mainly because they provide an early warning to project managers on any potential or actual problems that the project could be facing. Mayne (2007) also supported this finding stating that monitoring and evaluation is crucial in identifying risks to the programme achieving its objectives and marks a starting point to develop strategies to counter and mitigate the risks identified.

The study findings also showed that the organization should have a results friendly information system. This finding is supported by Mayne (2008) that the organization should have supportive organization systems that include a results friendly information system. The financial, planning, reporting and human resources systems need to be able to incorporate results information and data in a user friendly manner. Failure to have these kind of systems will result to a wider gap between the rhetoric of a results culture and the realities of the day to day activities. It is therefore crucial for data systems to incorporate and reflect a results focus.

Furthermore, it was established that ongoing and pipeline projects should have a component for data management. This is in line with Diamond (2005) who observed that a common problem in many organizations is that more than essential data is identified and collected and as such proper systems need to be used to identify the most appropriate data. This is supported by Curristine (2005) who stated that practices need to be in place to enable quality data to be collected thereafter measurement, analysis and interpretation of the data needs to be done in a professional manner.
The study also revealed that organization should set aside resources for RBM capacity development. This concurs with MacKenzie (2008) who argued that for RBM to succeed, it has to be implemented by all the managers, including senior managers, and their staff and therefore critical to ensure that both managers and their staff are professionally equipped with the right skills through capacity building and capacity development in RBM.

5.4 Conclusions

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

Based on the findings of this study, it can be reasonably concluded that organization culture plays a vital role in the implementation of results based management. Respondents rated accountability and autonomy of results being a main influencer of organization culture in reference to the implementation of RBM.

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

The study concludes that the tactics adopted by the organization leaders have an influence on the implementation of results based management. Operations staff have the perception that senior management should take the lead in the implementation of RBM with the management clearly emphasizing to the staff the need to focus on results rather than implementing inputs and processes.

5.4.3 The Effect of Organization Resources on the Implementation of Results Based Management

The study findings also conclude that the resources available to the organization have an effect on the way results based management is implemented. Significant resources should be routed towards monitoring and evaluation which is a key component of RBM. Resources also need to be provided for data management and results focused information systems.
5.5 Recommendations
5.5.1 Recommendations for Improvement

5.5.1.1 Effect of Organization Culture on Results Based Management

According to this study, the United Nations Agencies should strive to support and promote a results oriented culture. A focus for developing a culture of demand for results information is of key importance. Best practices in promoting this culture include ensuring that all managers at all levels constantly ask for results information in their planning and actual management of project implementation.

5.5.1.2 Effect of Organization Leadership on Results Based Management

Based on this study, organization leadership for RBM is not strong. The study recommends that organization leaders and senior managers should visibly, regularly and consistently take the lead and support results based management through their words and actions, such as expecting results information, supporting RBM with adequate resources, managing the expectations for RBM and fostering peer RBM champions. Senior leaders should also demonstrate their commitment by demonstrating their understanding of RBM and constantly communicating the message of importance of results.

5.5.1.2 Effect of Organization Resources on Results Based Management

According to this study, resources have been allocated to RBM but not in an adequate and sufficient manner. The study recommends that sufficient resources should be allocated to the monitoring and evaluation systems and data management systems that are critical to RBM. Core staff in monitoring and evaluation and management information systems should be involved in the results based budgeting process of all the upcoming projects. This is to ensure that the resource needs for M&E and MIS are fully catered for and entrenched in the project budget.

In addition, adequate resources should be set aside for capacity development by management. This is to ensure that all staff: senior managers and general staff have the required skills and expertise to implement RBM. Managers and staff will need continuous guidance and expertise support on results measurement and RBM practices.
5.5.2 Recommendations for further studies

This study investigated the influence of organization culture, organization leadership and organization resources on the implementation of Results Based Management. However, the study did not exhaust all factors influencing implementation of Results Based Management. As such, further research needs to be carried out to determine other factors that influence implementation of Results Based Management. The research was only carried out in the United Nations Agencies in Gigiri, Nairobi, further research can be done on other UN agencies outside the Gigiri complex.

This study was limited to Kenya in its geographical scope. Thus, the findings might not successfully be a representative of all the UN agencies in the world. There therefore exists a need for a further study to be undertaken covering a wider geographical area.
REFERENCES


Jones, L. R., & Thompson, F. (2007). From bureaucracy to hyperarchy in netcentric and quick learning organizations: exploring future public management practice. IAP.


Pazvakavambwa, A., & Steyn, G. M. (2014). Implementing Results-Based Management in the Public Sector of Developing Countries: What Should be Considered?. Mediterranean Journal of Social Sciences, 5(20), 245


Results Based Management Handbook, Harmonizing RBM concepts and approaches for improved development results at country level, October 2011.


Werner, M. (2003). Results-Based Management: Towards A Common Understanding among Development Cooperation Agencies; Canadian International Development Agency. DAC Working Party on Aid Effectiveness and Harmonization, Ottawa, Canada, Results-Based Management Group


APPENDIX I: COVER LETTER

5th August 2017

Dear Sir/Madam

RE: REQUEST FOR YOUR PARTICIPATION IN MY RESEARCH.

My name is Kenneth Kimiri Kihumbu and I am a graduate student at United States International University. For my final project, I am conducting a research on “Results Based Management as a strategy towards effective achievement of the organization’s strategic objectives, A case of Food and Agriculture Organization of the United Nations (FAO) – Kenya Office”. As you are part of the organizations core staff, I am inviting you to participate in this research study by completing the attached questionnaire.

The questionnaire will require approximately 10-15 minutes to complete and there does not exist any known risk responding. In order to ensure that all information will remain confidential, please do not include your name. If you choose to participate in this study, please answer all questions as honestly as possible and return the completed questionnaires promptly. Participation is strictly voluntary and you may refuse to participate at any time.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding Results Based Management implementation in United Nations Agencies. If you would like a summary copy of this study please contact me on the address below. If you require additional information or have questions, please contact me at the number listed below.

Sincerely,

Kihumbu Kenneth Kimiri.

Tel: +254 721 817 668

Email: kkimiri@live.com

MBA Student-Researcher

United States International University-Africa
APPENDIX II: QUESTIONNAIRE

This study seeks to establish the application of results based management in UN Agencies 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
   - 41 - 48
   - 49 - 56

3. Please indicate your position/level in the organization
   - Senior Management
   - Middle Level Management
   - General Staff

4. How many years have you been in the organization?
   - 1 – 5 Years
   - 6 – 10 Years
   - 11 – 15 Years
   - 16 – 20 Years
   - 21 – 25 Years

5. What is your highest education level attained?
   - Certificate
   - Diploma
   - Degree
   - Doctorate
   - Others
   (Please Specify)...........................................................................................................
6. Do you have any knowledge of Results Based Management?

- No Knowledge
- Basic Knowledge
- Intermediate Knowledge
- Working Knowledge
- Expert

7. Have you ever had a formal training on Results Based Management?

- No Training
- On the job training
- Mandatory Training
- Formal Training
- Personal Initiative

**Part B: Organization Culture**

Please indicate by ticking in the relevant box the extent to which you agree or disagree with the following statements, where SA – Strongly Agree, A- Agree, N-Neutral, D- Disagree and SD – Strongly Disagree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roles and responsibilities at all levels are clearly set out and known to staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization uses project Implementation data for decision making process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers are given autonomy to manage results and are held accountable for the results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization staff report on project and program implementation data and results in a consistent and standardized manner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managers and supervisors are kept informed about Results Based Management at all times</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
There are organizational requirements for results informed planning and budgeting

There is a supportive learning culture for results based management

Staff have a positive attitude towards results based management

### Part C: Organization Leadership

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management has taken the lead in results based management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A emphasis on learning about RBM is communicated to staff by management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management has established and prioritized staff training on RBM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>A focus on achieving results rather than implementing inputs and processes is emphasized by management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management has prepared guidance materials on results based management systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization leaders have institutionalized new policies and procedures to support results based management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management has communicated the demands of Results based management have been to staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management facilitates general staff to understand results management system</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management has dedicated drive to improve staff capacity on RBM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Part D: Organization Resources

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budgets for current ongoing projects have a component for monitoring and evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget for pipeline projects have a component for monitoring and evaluation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has results friendly information systems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budgets for current ongoing projects have a component for data management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget for pipeline projects have a component for data management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project budgets have a component for in house staff capacity development</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has funds for the development a results framework for the programmes.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization has funds dedicated for senior management capacity building</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Part E: Implementation of Results Based Management

<table>
<thead>
<tr>
<th>Statement</th>
<th>SA</th>
<th>A</th>
<th>N</th>
<th>D</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is a concrete link between financial and performance information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opening of county offices has resulted to a more effective achievement of results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization`s measurement of outputs and outcomes is well defined</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subcontracting partners to implement activities on behalf of the organization is more effective</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Coordination with other UN Agencies results to better achievement of results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct contact with the farmers on the ground increases the organization visibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees are still very committed to the goals and objectives of the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donor reporting is more effective when the organization implements activities directly to the beneficiaries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizations performance can be seen in the achievement of the organization goals</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>