

THE EFFECTS OF RAPID RESULTS INITIATIVES ON SERVICE DELIVERY IN THE
CIVIL SERVICE OF THE REPUBLIC OF KENYA

**(A Case of Ministry of Interior and Coordination of National Government, Mombasa
County)**

BY

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DECLARATION

I declare that this research project is my original work and has not been presented for award of any degree in any university.

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DEDICATION

To my wife Hellen, daughter Sharleen, sons Hillary and Bill for their love and support.

ACKNOWLEDGEMENT

I want to humbly register my appreciation for professional guidance and encouragement by my supervisor, Mr Shadrack Bett that enabled me to successfully complete this research project. I will also like to sincerely thank my colleagues for the valuable advice and assistance they accorded me which enriched the contents of this study. I want to acknowledge my lecturers whose teachings had immense impact on me in terms of knowledge and expertise. I also wish to sincerely thank all those who participated in one way or the other in contributing to the successful completion of this research project and in particular those who took their time to fill the questionnaires. This acknowledgement will not be complete if my wife Hellen, daughter Sharleen and sons Hillary and Bill are not mentioned for their support and patience during the entire period of my study.

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List of Abbreviations

AAA	Analytic and Advisory
CIDA	Canadian International Development Agency
CSRP	Civil Service Reform Programme
CSW	Commercial Sex Workers
DFID	Denmark Fund for International Development
DO	District Officer
ERS	Economic Recovery Strategy
GOK	Government of Kenya
KACC	Kenya Anti Corruption Commission
KANU	Kenya African National Union
LAC	Local Area Councils
MDG	Millennium Development Goals
MWI	Ministry of Water and Irrigation
NACC	National AIDS Control Council
NARC	National Alliance Rainbow Coalition
NWCPC	National Water Conservation and Pipeline Corporation
PMS	Performance Management System
PSRDS	Public Service Reforms and Development Secretariat

PSR&PC	Public Sector Reforms and Performance Contracting
RBM	Results Based Management
RRA	Rapid Results Approach
RRI	Rapid Results Initiatives
SIDA	Swedish International Development Agency
UNAIDS	United Nations Acquired Immune Deficiency Syndrome
UNDP	United Nations Development Programme
UNICEF	United Nations Children Education Fund
VCT	Voluntary Counselling and Testing
WBIFP	World Bank Institute

Definition of Key Terms

The Rapid Results Initiative: Is a reform programme that forms the building blocks toward achievement of long- term goals. It is one of the tools of Results Based Management (RBM) that support performance contracting. It is a results-focused learning process aimed at jump-starting major change efforts and enhancing implementation capacity.

Results-Based Management: Is a management strategy by which all actors on the ground, contributing directly or indirectly to achieving a set of development results, ensure that their processes, products and services contribute to the achievement of desired results (outputs, outcomes and goals).

Performance Appraisal System: A performance appraisal is a systematic and periodic process that assesses an individual employee's job performance and productivity in relation to certain pre-established criteria and organizational objectives. Other aspects of individual employees are considered as well, such as organizational citizenship behaviour, accomplishments, potential for future improvement, strengths and weaknesses.

Performance Management System: is a continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization.

Abstract

The study sought to find out the effects of Rapid Results Initiatives (RRI) on service delivery in the civil service of the republic of Kenya. The research covered Mombasa County which comprises of four Sub Counties namely; Likoni, Changanwe, Kisauni and Mombasa and basically focused on the employees of the departments of Coordination of National Government, the National Police Service and Registration of Persons which fall under the Ministry of Interior and Coordination of National Government. The period of investigation stretched from August 2006 when the implementation of RRI commenced in the Ministry of Interior and Coordination of National Government to 2013. The study is important because the Government had undertaken to introduce results focus in service delivery within the public sector through implementation of RRI to address discontent among the members of the public because of unsatisfactory service delivery. Therefore, there is need to establish the effects of Rapid Results Initiatives on quality, effectiveness and efficiency of services delivered to the members of the public. The findings of this study will inform the policy makers at the Ministry if RRI programme is having positive effects on service delivery. The study employed descriptive research design where a sample size of 94 respondents was involved in the gathering of data. The respondents were selected through stratified random sampling from a target population of 940 respondents. The data was sourced through questionnaires. Collected data was sorted, cleaned, coded and analyzed by the aid of statistical package of social scientist programme (SPSS). The data was tabulated, analysed and presented in form of tables, pie charts, and figures. The study found out RRI had positive effects on service delivery. Most respondents (43.5%) agreed that establishment of anti-corruption plans and boxes improved service delivery and reduced corruption cases. 58.7% agreed that security had improved and 82.7% agreed that customer care desks had contributed to improved service delivery. 77.6% agreed that service charters had been instrumental in enabling members of the public to be aware of services offered and 60.8% agreed that complains and suggestion boxes enabled the heads of departments to get feedback from the members of the public. 80.5% agreed that setting of realistic targets influenced service delivery positively while 73.9% agreed that training led to improved service delivery. A majority of respondents (75%) agreed that Performance Appraisal System contributed to enhanced service delivery and 73.9% said that work plans contributed to improved service delivery. A majority of respondents (41.3%) agreed that the corruption cases had dropped since the introduction of RRI while 80.4% agreed that queues had become shorter with the introduction of RRI. Most respondents (75%) agreed that the complaints raised by the members of the public against civil servants had reduced since the introduction of RRI. The choice of appropriate thematic areas, setting of realistic targets, staff training, monitoring and measurement influenced service delivery positively. The study recommends that more sensitization forums should be held on service charters. It also recommends that targets set should not be so many and that more training should be conducted focusing on all employees. Also recommended is facilitation in terms of transport, conducive working environment, tools and equipment.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The demand by Kenyans to receive quality, effective, efficient, transparent, accountable and timely services from the Government and the corruption perception index survey conducted by the Kenya Anti Corruption Commission (KACC) which ranked the office of the President as the most corrupt lead to the introduction of Rapid Results Initiatives in September, 2006. Numerous complaints by the members of the public were an indication that service delivery had deteriorated to unbearable levels. The ministry took the survey very seriously because of its central role in the provision of strategic leadership, policy direction, a secure environment as well as setting agenda for the achievement of social-economic and political development of the country (GOK, 2006).

The office of the President then comprised of five ministries namely Provincial Administration and Internal Security, Immigration and Registration of Persons, Cabinet Office, Public Service and Special Programmes. The ministries identified RRI approach as one of the most effective tool of changing the poor public perception through improved service delivery and adherence to work ethics in service delivery to the ministries' customers. The focus therefore was on quality and ethical services because majority of the members of the public affected by the corrupt activities were those seeking various services from the ministry's offices down to the grass root level. During the 100 days the ministry of state for Provincial administration and internal security not only identified the challenge areas but also the corruption prone areas (GOK, 2006).

In this respect the ministry adopted the theme "Huduma Bora ni Haki Yako" to rally Kenyans to demand for efficient and timely services from all offices from the national to the village level. The challenge areas included customer care and image reinventing, development and implementation of service charter, introduction of community policing, development of information, education and Communication strategy, development of anti-corruption strategy and introduction of Performance Appraisal System (PAS) to serving

officers. KACC carried out another survey after the 100 days and results showed that the District Officers (DOs) and Chief's offices were the most improved offices in the Office of the President (GOK, 2009).

1.1.1 Service Delivery in the Civil Service

The promulgation of a new constitution in Kenya has raised Kenyans appetite for superior civil service offerings and there is no letting up. There is a wave of growing pressure worldwide by citizens trying to hold their governments accountable and deliver. The clamour for better public services will continue to be noisier even in Kenya. The Kenya government and parastatals cannot afford to puncture or lower such expectations, but must continue to invest in renewal and improvement of existing methodologies to stay in tune with the needs of its citizen. Certainly the RRI methodology has a critical role to play in enabling Kenyans to realize the “Kenyan dream” and revamping the methodology and is a sure way to ensure it stays current and relevant (Marwa, 2009).

Public sector reforms have become a common phenomenon around the globe, especially in developing countries. These have become the way of responding to the needs of the taxpayers. The primary development goal for any country is to achieve broad-based, sustainable improvement in the standards of the quality of life for its citizens. The Public service and in particular the civil service plays an indispensable role in the delivery of public services that are key to the functioning of a state economy. When the delivery of services is constrained or becomes ineffective, it affects the quality of life of the people and nation's development process. Performance contracting was introduced in state corporations and government ministries in Kenya as part of the broader public sector reforms aimed at improving efficiency and effectiveness in the management of public affairs (Omoding, 2013).

Kenya's civil service expanded rapidly after independence, becoming by far the largest in East Africa. Employment in the Civil Service grew dramatically from 63,000 in 1963 to 158,883 in 1980 and to 271,979 in 1990, which translate to annual growth rates of 9% and 7% respectively well above the growth rate of the economy. Some of the other factors that

contributed to the rapid growth of the Civil Service included: guaranteed Civil Service jobs for graduates of the country's tertiary education institutions; absorption of ex-Local Authorities Health personnel; absorption of ex-East African Community employees; absorption of works paid personnel; the slow pace of job creation by the formal private sector; and freedom of ministries/departments to hire personnel in Job Groups "A" to "F" (GOK, 2005).

By the late 1970s, the public sector had grown to an unsustainable level, as the shortfall of Government revenue against expenditure became too wide. Attempting to meet the high wage bill and maintain services, demanded finance beyond that obtained through revenue, and Government was forced to borrow money on the domestic market. This resulted in: rising domestic public debt; high interest rates; "crowding out" the private sector; slow - down in economic growth; and rising levels of poverty (GOK, 2005). Following economic decline since the 1980s, however, it became difficult for the government to sustain a large and inefficient public sector. To raise efficiency, extensive civil service reforms and changes in its incentive structure were necessary to reflect the government's new priorities (Kulundu, 2001).

The main factors affecting performance in the civil service include low salaries and allowances for the civil servants, lack of equipment and office space, poor compensation, absence of a career-development structure, and poor delegation. Several incentive realignments for improving efficiency in the civil service emerged. First, salaries and other emoluments of the civil service should be improved to a level deemed conducive to increasing morale and productivity and maintained to preserve it in real terms via periodic reviews and in line with macroeconomic developments. The existing huge gaps between government and private sector wages for highly skilled workers should be narrowed to enable the government to retain its productive staff. Currently, retrenchments are used to reduce the size of the civil service and to improve productivity, but the government has been too slow in improving its working conditions so as to realize positive impacts of a smaller and flexible civil service (Kulundu, 2001).

Second, the civil service in Kenya needs to adopt modern management techniques such as performance evaluation; career planning, utilization and effective delegation to enable it achieve efficiency gains in service delivery. In addition, job descriptions and evaluations of job performance should be integrated to the professionalization of the civil service to engender meritocracy in appraisal of individual staff performance. Finally, improved performance by the civil servants with adequate and well-maintained office infrastructure requires an increase in the proportion of government expenditure on equipment and general maintenance (Kulundu, 2001).

1.1.2 Rapid Results Initiatives

The Rapid Results Initiatives (RRI) is a management tool through which small components of larger projects can be geared to achieve set results in 100 days. Rapid Results Initiatives taps into the human desire to succeed by creating real empowerment, motivation and innovation in working towards results. It strengthens accountability and commitment for Results and unleashes and enhances implementation capacity. It helps teams set challenging or stretching yet achievable, sharply defined, measurable and visible goals, using existing resources and capacities. This results into collaboration among team members, experimentation and discovery of new ideas. A rapid results goal must therefore in its definition Encompass attributes such as action, impact variable, scope, measurement, and time frame (Obongo, 2008).

The approach provides a structured methodology for building and practicing Results Based Management (RBM) that is required for successful implementation of the Economic Recovery Strategy (ERS). Whereas the ERS include a number of elements such training, new policies and procedures, mission and vision of the Government and even a communication strategy to ensure involvement of all stakeholders, which promise to get the public service enhance performance, these in themselves although very useful, do not stimulate “group adrenalin” required to overcome inertia. They lack the urgency and excitement that comes from working on achievement of short-term goals whose results have an impact on development (Obong’o, 2008).

Obong'o, (2008), argues that Rapid Results on the other hand creates a sense of urgency, personal challenges clearly defines success and raises stakes and visibility for success or failure and therefore create a sense of excitement. It enables people to collaborate in a new team spirit and lets them tap into their full potential of energy and creativity. The RRA tool therefore accelerates implementation of plans and priorities, builds support for large-scale change efforts by overcoming inertia and resistance to change, helps leaders adapt and refine implementation strategies, accelerates learning and discovery and reduces hidden risks inherent in long-term strategies. According to Obong'o (2008), the premise of the Rapid-Results approach is to create a context for learning and for enhancing implementation capacity, by helping ministries work on sharply-defined initiatives that will ensure delivery of the Economic Recovery Strategy (ERS) targets.

The initiatives are structured in 100-day cycles from agreeing on goals to achieving results, with each goal directly connected to one or more of the overall objectives of the development effort. RRA achieves systematic change through a series of small-scale, results producing and momentum-building initiatives implemented within the 100 days or less. In doing so, it helps leaders to continually adapt and refine their overall implementation strategy based on what works and what does not work on the ground. The specific goal to be achieved within the 100-days is, therefore, what is commonly referred to as 100-day Rapid Results Initiative (RRI). Rapid Results Approach starts by focusing on a few results, challenges team to achieve 100-day results goals, create temporary governance and support structure, reinforce basic management skills and manage the scale-up beyond the first 100 days (Obongo,2008).

1.1.3 Overview of Ministry of Interior and Coordination of National Government, Office of the President Mombasa County

The Ministry of Interior and Coordination of National Government is charged with the responsibility of public administration, internal security, printing of Government documents, immigration, and registration of persons, civil registration and correctional services. The Ministry also coordinates state functions and offers reception services to all Government ministries. Given these diverse functions, Ministry of Interior and Coordination of National Government is organised into seven main departments, Coordination of National

Government, National Police Service, Registration of Persons, Civil Registration, Immigration, Government Printing Services, and Kenya Prisons Service (GOK, 2013).

At independence in 1963, Ministry of Interior and Coordination of National Government (Provincial Administration and internal security) functions were moved from the Ministry of Native Affairs to the Office of the Prime Minister, then Office of the President. Further, its functions were refocused to development administration unlike the past when the focus was more on maintenance of law and order. At this time, the Ministry was under the Office of the Head of Public Service, with a Deputy Secretary in charge of Provincial Administration. In 1979 the first Permanent Secretary in charge of provincial administration was appointed. Since then, the Ministry has been in existence under the executive headship of an accounting officer. The Ministry's functions have evolved and its operations restructured over time to address emerging issues. However, it has remained decentralized to the grassroots in order to provide a framework for quick interpretation, dissemination and implementation of Government policies (GOK, 2013).

Currently the Ministry oversees the administration, and security of 4 Sub Counties, 7 Divisions, 18 Locations and 30 Sub locations in Mombasa County as shown below;

Table 1.1: Administrative Units

Mombasa County	Divisions	Locations	Sub- Locations
Mombasa Sub County	1	7	7
Changamwe Sub County	2	5	7
Kisauni Sub County	2	3	10
Likoni Sub County	2	3	6
Total	7	18	30

Source: County Monthly returns, 2013

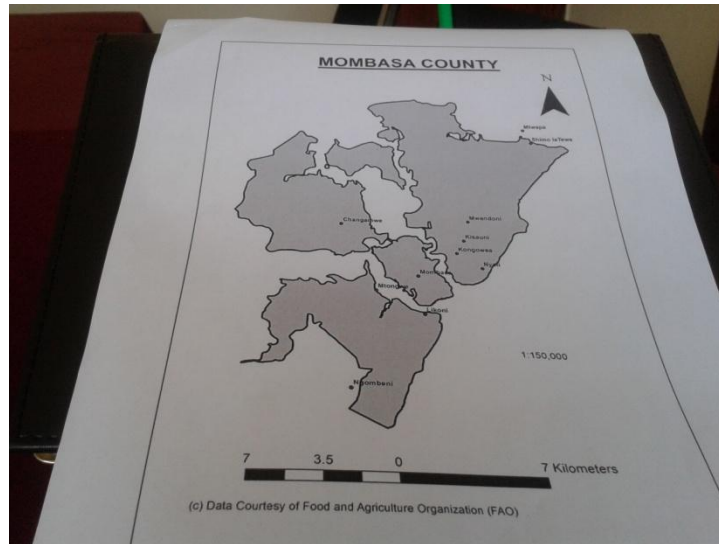


Figure 1.1 Map of Mombasa County

By the time Kenya Anti-Corruption Commission (KACC) released its findings of the corruption perception survey, the office of the President then comprised of five ministries namely Ministry of Interior and Coordination of National Government (Provincial Administration and Internal Security), Immigration and Registration of Persons, Cabinet Office, Public Service and Special Programmes.

1.2 Problem Statement

The service delivery within the Kenya public service was slow, ineffective, inefficient and corrupt leading to discontent among the members of the public. Result Based Management was not emphasized where thematic areas are identified, realistic targets set, monitored and measured. Identification of thematic areas, setting of realistic targets, monitoring and measurement holds civil servants to account in terms of service provision since they will be required to meet the set targets. According to Gekonde, Ochieng, Lokapel (2012) the civil servants at the same period were reluctant in providing services due to reasons such as poor remuneration, stagnation in one job group, political patronage and poor and inadequate working conditions. Kenya Anti-corruption Commission (KACC) in 2006 carried out

corruption perception survey that placed the Office of the president as being perceived by Kenyans as most compromised (GOK, 2006).

The Government introduced Rapid Results Initiatives (RRI) in response to increased complains from the members of the public, the civil society and the findings of the corruption perception survey by KACC. The office of the President launched its 1st wave of Rapid Results Initiatives with a view of improving service delivery in 2006. Even after the ministry identified RRI approach as the most effective tool of changing the public perception through improved service delivery and adherence to work ethics, there were still complains about services offered by Government employees as falling below the expected quality and ethics. This study therefore, seeks to establish if Rapid Results Initiatives have had any effects on service delivery in the ministry of Interior and Coordination of National Government, Mombasa County.

1.3 Objectives of the Study

The objectives of the study included the following:

1.3.1 Broad Objective

To investigate the effects of Rapid Results Initiatives on service delivery of the Ministry of Interior and Coordination of National Government, Mombasa County.

1.3.2 Specific Objectives

- i. To find out how choice of appropriate thematic areas influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County.
- ii. To examine the extent to which setting of realistic targets influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County.
- iii. To determine the effect of staff training on service delivery of Ministry of Interior and Coordination of National Government, Mombasa County.
- iv. To establish how Monitoring, and measurement influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County.

1.4 Research Questions

The study sought information to answer the following questions:

- i. How does choice of appropriate thematic areas influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County?
- ii. To what extent does setting of realistic targets influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County?
- iii. What is the effect of staff training on service delivery of Ministry of Interior and Coordination of National Government, Mombasa County?
- iv. How does monitoring and measurement influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County?

1.5 Significance of the Study

The study is significant because it will enable the Ministry establish the effects of Rapid Results Initiatives on service delivery and in the process enable it take appropriate actions geared towards strengthening Rapid Results Initiatives implementation. The study will be able to identify weaknesses, loopholes and challenges during the implementation process of Rapid Results Initiatives Approach and propose remedial actions with the aim of improving service delivery. Improved service delivery will change the public perception of civil servants in the ministry and in the process build confidence and trust. Recommendations made by the study will lead to improved morale among the Ministry's employees.

1.6 Scope of the Study

The study sought to find out the effects of Rapid Results Initiatives (RRI) on service delivery in the Kenya civil service of the Republic of Kenya. The study was done in Mombasa County which encompasses Mombasa, Likoni, Changamwe and Kisauni Sub Counties targeting 940 employees of all cadres in the Ministry of Interior and Coordination of National Government, departments of Coordination of National Government, National Police Service and Registration of Persons.

1.7 Limitations of the Study

Rapid Results Initiative is new concept and therefore literature was limited. Also some of the employees were not conversant with Rapid Results Initiative despite the fact that it was launched and implemented in their departments. Some of the respondents because of low understanding of RRI and fear of victimization by their heads of department were not objective and sincere when filling the questionnaires. To address the limitations, the study sought authority from the heads of departments to distribute questionnaires to their juniors. Senior management were involved in the study since most of them were involved in the actual implementation of Rapid Results Initiatives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter deals with literature survey regarding the relationship between service delivery and Rapid Results Initiatives. The information to review the literature will be sourced from books, published and unpublished articles, Government reports, academic journals and the internet.

2.2 Theoretical Framework

In its mission to improve all-round public service performance, the government identified the need to attain effective, efficient and timely public service for Kenyan citizens. This process has started off well with the institution of Results Based Management (RBM) in the service, performance contracting and the development of service charters to name but a few. These initial reforms have been critical building blocks in boosting the public's confidence in the government and fostering a good image of the public service. Transforming Kenya will enhance public service delivery across all Government Ministries, Departments and Agencies using the Rapid Results Initiative.

2.2.1 Theory of Change

Theory of Change defines all building blocks required to bring about a given long-term goal. This set of connected building block interchangeably referred to as outcomes, results, accomplishments, or preconditions is depicted on a map known as a pathway of change framework, which is a graphic representation of the change process. Built around the pathway of change, a Theory of Change describes the types of interventions (a single program or a comprehensive community initiative) that bring about the outcomes depicted in the pathway of a change map. Each outcome in the pathway of change is tied to an intervention, revealing the often complex web of activity that is required to bring about change (Organizational Research Services, 2004).

A Theory of Change would not be complete without an articulation of the assumptions that stakeholders use to explain the change process represented by the change framework. Assumptions explain both the connections between early, intermediate and long term outcomes and the expectations about how and why proposed interventions will bring them about. Often, assumptions are supported by research, strengthening the case to be made about the plausibility of theory and the likelihood that stated goals will be accomplished. Stakeholders value theories of change as part of program planning and evaluation because they create a commonly understood vision of the long-term goals, how they will be reached, and what will be used to measure progress along the way (Organizational Research Services, 2004).

A Theory of Change is a specific and measurable description of a social change initiative that forms the basis for strategic planning, on-going decision-making and evaluation. Like any good planning and evaluation method for social change, it requires participants to be clear on long-term goals, identify measurable indicators of success, and formulate actions to achieve goals. A Theory of Change provides a roadmap to get you from here to there. If it is good and complete, your roadmap can be read by others and show that you know how to chart your course. This is helpful with constituents, staff, partner's organizations and funders. More importantly, if it is good and complete, you have the best chance of making the change in the world you set out to make and of demonstrating your successes and your lessons along the way (Organizational Research Services, 2004).

2.3 Empirical Review

Managing for Development Results is an emerging, and increasingly important concept, which focuses on monitoring of results and outcomes in the development process, rather than inputs. In this direction, many developing countries have introduced Results-Based Management (RBM) in several key sectors and sub-sectors (Mwende, 2010). The Rapid Results Approach adapted by the Government was developed by Robert H Schaffer & Associates - a management consulting firm who have applied this methodology very successfully both in the private and public sector. Working together with the World Bank Group, consultants from Robert H. Schaffer have implemented Rapid Results Approach in

several countries in South America including Nicaragua. The approach has also been implemented in a number of African countries such as Eritrea, Sierra Leone, Ghana and Madagascar to promote institutional reform and capacity building in the public sector (Obongo, 2008).

In Nicaragua, Rapid Results Initiatives were originally piloted by the World Bank in April, 2002 in the agriculture sector to improve agricultural productivity and the income of agricultural producers. In collaboration with Robert H. Schaffer & Associates, it embarked on a learning initiative in two projects (Agricultural Technology project and Land Administration Project). In June 2002, a stakeholder group held a prioritization meeting to decide on focal areas for Rapid-Results Initiatives. And in July, four Rapid Results Initiatives were launched (World Bank Institute 2003).

The goals of Rapid Result Initiatives included increasing the sale of grade A milk by 1000 gl (base: 600gl) per day in 60 small and medium size producers of the Cooperative of West R.L. Producers Service (Coopeseproc) and other producers in the Leon Municipality, in next 120 days (by November 30, 2002). In next 100 days (by October 30), incorporate Marango as an alternative for pig feeding in 15 farms in Nicaragua Pacific area, and establish 5 purchase-and-sale agreements for the pigs (prove economic viability of Marango as pig feed) (World Bank Institute 2003).

Another goal was to ensure the availability of 80% of certified seeds at agricultural distribution centres by October 15, 2002, and that seed-exchange coupons are in the hands of the small and medium size producers at the municipalities taking part in the “apante” planting cycle. The team also set October 30 as the deadline to facilitate 150 commitments for agricultural technology support contracts (with 5-15% co-financing), between private sector service providers and small and medium sized producers in El Sauce (at least 20% of whom are women). Quality of these commitments will be judged based on how aligned they are with specific demands by producers. What has been unleashed is quite remarkable. Each team prepared a presentation on what they did on the process and their ideas for scaling up the impact. Three of the four teams had actually completed their 100-day goals. The results were impressive (World Bank Institute 2003).

Although Sierra Leone is endowed with rich natural resources, it is one of the poorest countries in the world. In 2004, Sierra Leone had just emerged from a devastating civil war (1991-2002) and had successfully completed the local elections of 19 Local Area Councils (LAC). The concentration of political power and public resources in the capital city Freetown, and the marginalization of the provinces were perceived as one of the root causes of the war. Fiscal decentralization was viewed by the government and the donors as a critical step towards solidifying the fragile peace (Matta, Otoo, Agapitova, 2009).

Development partners of the Sierra Leone Government, led by the World Bank, used “momentum building” RRIs to create ownership for one of the required institutional changes: breaking through the mindset that local councils were incapable of managing funds that were devolved from the Centre Area Council Chairmen were asked to select one campaign promise and to commit to deliver on it within 100 days, using a Rapid Results team as the vehicle for implementation. This immediately shifted the onus of getting ready and of ensuring local capacity to the local actors: Local Area Councils and particularly their chairpersons (Matta, Otoo, Agapitova, 2009).

They set up bank accounts in record time, and quickly learned the ways of accounting and procurement when the government and donors presented them each with a modest amount of funds to advance the implementation of their campaign commitments. The net result is that not only did the newly elected councils get themselves ready in record time; the majority of them delivered on one of their campaign promises in the first 100 days in office. The Local Area Council Chairmen, individuals at the central levels of government needed to champion these changes (Matta, Otoo, Agapitova, 2009).

In January 2003, the Eritrean Ministry of Health prepared a National Strategic Plan on HIV/AIDS for 2003–2007. In an effort to boost progress in the Community Managed Response (CMR) component of the plan, the government and the World Bank explored the rapid results approach to accelerate the number of community project proposals. The initiative was launched in Asmara on February 24, 2003 through a two day workshop. Specific 100-day goals were agreed upon, self selected teams were assembled, and leadership and resource structures of support and accountability were established. At the conclusion of

the workshop the participants agreed on four major areas to focus their initial actions: voluntary counselling and testing, school prevention, behavioural change, and home-based care (Mohan, 2004).

In 2004, one of the RRI teams was challenged to increase the use of VCT centres in Asmara. This challenge was an invitation to the team to quickly assess the potential issues and to put in place measures to address them. The team was locally driven, comprising frontline representatives of all stakeholder groups. In line with the RRI cycle, the team first set their 100-day goal: to increase weekly usage of the Asmara centres (collectively) by 30 percent in the month of June, using weekly averages in March as a baseline. However, they had to quickly address a capacity factor in terms of organizational arrangements. There was no reliable mechanism to track the use of VCT centres. So their initial step was to create a manual tracking system to use in the individual centres; the local numbers were then rolled up weekly and reported monthly (Matta, Otoo, Agapitova, 2009).

The team also zeroed in on other capacity factors and put in place measures to address them. To address stigma, the team coordinated with UNICEF and other groups to accelerate school performances on HIV/AIDS, to both demystify the disease and promote prevention-related practices. In a related measure, the team invested in the centres to make them more appealing for teenagers to visit and to “hang out.” They installed TVs that played educational videos; provided coffee and tea; and added plants and decorations. They started using exit surveys to monitor results (Matta, Otoo, Agapitova, 2009).

With these measures in place, the team discovered something that it had not anticipated: Commercial sex workers (CSWs) were not frequenting the centres even as the numbers of visitors began to soar. Why not? It turned out that the waiting time was getting too long, making it uneconomical for CSWs to visit. Since getting the CSWs into the prevention program was critical, the team instituted a local policy to give them “fast track” service, and soon the CSWs became frequent users of the centres. In effect, the Rapid Results team went into an accelerated process of discovery and validation of a whole array of capacity factors that potentially influenced the development goal: matched the prevalent wisdom, as well as

related analytic and advisory (AAA) work, against local experiences and intuitions (Matta, Otoo, Agapitova, 2009).

The discovery and validation process can be a powerful complement to conventional AAA work, as a diagnostic tool for targeting WBI's learning interventions. In this example, untold efforts might have been invested in awareness-building campaigns targeting CSWs, which might have been a high-return activity in most places unearth. But in Asmara in 2004 it would have been a waste of time and money. A simple, no-cost policy intervention of "fast track" service for CSWs was the precise intervention needed (Matta, Otoo, Agapitova, 2009).

2.3.1 Rapid Results Initiatives and other Civil Service Reforms in Kenya

In pursuit of the goal of performance improvement within the public sector, New Public Management emphasizes on the adoption of private sector practices in public institutions (Balogun, 2003). The major thrust of the reform agenda that Kenya has been pursuing involves the adoption and introduction of multiplicity of measures intended to improve service delivery. These measures originated from the need to show demonstrable gains from reform following the pains imposed by the structural adjustment reform period; responding to public demands for accountability and transparency; influence of new public management ideas as well as a shift to market economies and private sector-led economic development among others (Obong'o, 2009).

Over the years, the Kenya Government has pursued wide-ranging public sector reforms to improve local service delivery, but little has been achieved due to lack of a wide-ranging decentralization policy and institutional framework. To precipitate the reform process, the Rapid Results Approach (RRA), commonly used to turn around the fortunes of private sector organizations, was recently introduced thorough out the public sector, including local authorities (Osiche, 2006). Rapid Results Initiative was first piloted in Kenya in 2004. Different teams were launched in the National AIDS Control Council (NACC), Provincial Administration and Internal Security and in the Ministry of Water. The NACC brought together stakeholders to work in teams on three priority areas: prevention of HIV/AIDS in

the workplace, care and support for orphans and vulnerable children, and the protection of young girls.

In the Ministry of Water and Irrigation (MWI) the first set of RRI focused on reduction of unaccounted for water, provision of irrigation water and enhancing efficiency in the accounts section of the ministry. The Provincial Administration and Internal Security team focused on improving investment climate in Kenya through reducing crime in Nairobi Central Business District. This pilot wave of Rapid Results Initiatives produced extremely impressive results. Consequently, by mid 2005 a second round of nineteen (19) RRIs was launched in the Ministry of Water and Irrigation (MWI). During this second round of the RRIs, the Ministry targeted the launch of a total of nineteen Rapid Results Initiative teams. These were drawn from four core areas i.e. the service delivery sections at the ministry headquarters, the National Water Conservation and Pipeline Corporation (NWCPC), the water service boards and the water companies. This round of the RRIs was also very successful; majority of the teams were able to achieve their goals but more importantly, all teams reported an inculcation of results focus in their work orientation (Obong'o, 2008).

Despite this high potential, the initiatives in the public sector died when the initial contract for Robert H. Schaffer ended. It was, therefore, not until 2005 October when it was decided that Rapid Results Approach (RRA) should be introduced as a Results Based Management tool that a new lease of life was breathed into the approach. As a Results Based Management tool its management was also transferred from the Ministry of Planning and National Development to the Public Service Reform and Development in the Cabinet Office. Originally conceived as a project management tool, RRI is now being applied widely in various areas of service delivery in the public sector. The tool is extremely robust and versatile and has been proven to lead to improved performance in service delivery, skills and confidence building in ability to achieve results, as well as enhancing creativity. To-date over 58 Public Sector institutions, thus central government ministries, local authorities, state corporations and regional authorities have implemented Rapid Results Approach (Obong'o, 2008).

The central government ministries include all ministries and departments under the Office of the President, state corporations, local authorities launched so far include Mombasa, Nairobi and Kisumu among others, while all the six regional authorities have launched. Note that the turning point of adaptation of the RRI methodology in the entire public service however came with its launch and implementation in the entire Office the President, Ministries and Department in September 2006. It not only gave Rapid Results Approach, visibility and publicity, it also stamped a mark of approval and authority of the highest office in the land. The subsequent success manifested during the celebration of the 100-days was therefore just a confirmation that for effective and efficient results the entire public services needed to adapt Rapid Results Approach (Obong'o, 2008).

The results from the pilot RRI's were so significant that the government issued a circular in June 2007 instructing all ministries, departments and agencies to undertake RRI as a tool for mainstreaming Results Based Management in the Public Service. In Kenya, Rapid Results Initiative (RRI) is widely acclaimed to deliver and is currently promoted by the World Bank (Marwa, 2009). The Government's adoption of the Rapid Results Approach (RRA) as one of the tools for implementing Results Based Management in the Public Service is therefore consistent with the focus on Results, Capacity enhancement and client ownership (Anyango, 2011).

Obongo (2008) indicates that since 2003 there has been three waves of RRI initiatives moving from being a mere tool for generating results within 100 days to being a robust tool for transforming the public service from process orientation to results based management culture; establishing public service values and providing a mechanism that supports the achievement of Economic Recovery Strategy (ERS), the attainment of Millennium Development Goals (MDGs) and the Vision 2030 – Kenya's flagship strategy for public service renewal. WBIFP (2003) contends that RRIs unleashes existing capacity through strengthening accountability at all levels, creates a goal-oriented context for leveraging outside capacity input, accelerates the learning and discovery process of capacity issues; requirements and constraints and reduces hidden risks inherent in long-term strategies and generates stimulus and momentum for change.

The Civil Service inherited at independence had not been designed to grapple with development needs of post: independence Kenya. The preoccupation of the administration throughout the colonial period had been with system maintenance. As a result the only institutions that were well developed were those responsible for maintenance of law and order. The reforms being undertaken are nevertheless a continuation of activities which the government has engaged in since independence. What is important to take account of is that the launching of the on: going reform efforts was necessitated by need to address the declining performance of the Public Service in spite of the many reforms which had been carried out (Obong'o 2009).

Public Sector Reforms in Kenya were initiated in Kenya by the Kenya African National Union (KANU) government that ruled the government from independence in 1963 to 2002. By 1980, the Government realized that its direct participation in production activities had been carried well beyond the original intent and had reached a point where such participation was inhibiting rather than promoting development. Although the aggregate wage bill was high, individual remuneration, particularly in the professional, technical and managerial cadres was comparatively low that it had resulted in: Low morale within the Service; High absenteeism; Increasing corruption; Inability to attract and retain skilled staff; High turnover of professional staff; Breakdown in discipline and supervision (GOK, 2005).

In response to the emerging development paradigm brought about by a combination of economic crises and geo-political changes which led to reduced financial resources for Governments all over, the Government had to move away from being the principle purveyor of public service, to guiding and facilitating development by the people. However, since the institution responsible for facilitating the implementation of reforms was the Civil Service, the Government could not use the Service as the channel for reform, without first restructuring it. This led to the launching of the Civil Service Reform Programme in August 1993 whose main objective was to improve efficiency and productivity of the Civil Service (GOK, 2005).

The key focus of CSRP was policy shifts in the areas of staffing, civil service organisation, pay and benefits, personnel management and training, financial and performance management (Deloge, 2009). The CSRP was envisaged for implementation in three phases. The first phase 1993:1998, focused on cost containment, the second phase 1998:2001 focused on performance improvement and the last phase focused on refinement, consolidation and sustenance of reform gains. The epicentre of the three phases of reform was to build a public service that is capable of meeting the challenges of improving service delivery to Kenyans. The endeavour to improve service delivery saw a number of performance improvement initiatives being put in place. These included emphasis on the adoption of private sector business management ethos in the lines of New Public Management principles (Obong'o, 2009). Other reforms included the Local Government Reforms, Public Expenditure Reform, Parastatal Reform, Judiciary and Legal Sector Reforms.

The National Alliance Rainbow Coalition (NARC) came into power after the December 2002 elections. It took over power on a reform platform with many promises to restore public confidence in the public sector that had been eroded after many years of KANU rule. The government's key policy document was outlined in the Investment Programme for the Economic Recovery for wealth and Employment Creation (2003-2007) commonly referred to as the ERS. This strategy was to be implemented by creating a competitive market conditions for private sector led growth; directing resources towards wealth and employment creation; and supporting both effective and efficient public sector performance and service delivery (GOK: ERS2004).

In the ERS, the government specifically committed to bring a shift in public sector management through the introduction of Results Based Management (RBM). This commitment was actualized through a Cabinet Decision in September 2004 that introduced RBM and established the Public Service Reforms and Development Secretariat (PSRDS) in the Cabinet Office, Office of the President. PSRDS was to build on the activities of the former CSRP and institutionalize RBM in the public sector. The Secretariat managed to introduce RBM approach and key tools such as Rapid Results Initiative (RRI) and spearheaded the development of key RBM strategies e.g. the Human Resource Management

Strategy among others. The reform programme was supported by many donors including CIDA, Denmark, DFID, Finland, SIDA which was channelled through the UNDP and the World Bank (Deloge, 2009).

With the intensified challenge of providing quality service for her citizens, Kenya adopted Performance Contracts in 2004 as a tool not only to improve service delivery but also to refocus the mindset of the civil service from looking within to focusing on customers and results. The push factor for introduction of performance contracts in Kenya is the assumption that institution of performance measurements, customer orientation and an increased focus towards incremental productivity and cost reduction can lead to improvements in service delivery. The performance contracting was spearheaded by the Performance Contracting Secretariat. After the formation of the Grand Coalition Government in March 2008, the PSRDS and Performance Contracting Secretariats were merged to Public Sector Reforms and Performance Contracting (PSR&PC) in the Office of the Prime Minister (Deloge, 2009).

2.3.2 Thematic Areas

The thematic functional areas refer to Rapid Results Initiatives' challenge areas identified during the various waves for purposes of being addressed. Some of RRI challenge areas identified during the 1st wave of 100-Days in the office of the president, Ministry of Interior and Coordination of National Government in 2006 included; customer care and image re-inventing, development and implementation of service charters, community policing, information, education and communication, anti-corruption, performance appraisal system, and traffic management specific to police (GOK,2006).

The 2nd RRI wave was launched to consolidate gains made in the 1st wave and to meet the ever increasing demand by Kenyans to be served effectively, efficiently and ethically. It was also meant to improve on integrity, good governance and consolidate confidence in reforms among Kenyans and convert sceptics and cynics while riding on quick wins to achieve long term reform gains. Thirteen thematic areas were identified such as; community policing and crime reduction, customer service ,image building and attitude change, service charters reviewing, resolving and implementation, development of anti-corruption action plan, current performance appraisal system, development of information, education and communication

strategy, traffic management, alcohol and drug abuse, peace building and conflict management, enforcement of free and compulsory primary education, resettlement of internally displaced persons, training and research and disaster preparedness and response (GOK,2009).

2.3.3 Targets/Objectives

On community policing and crime reduction the strategic challenge area was inadequate community participation and hence a target to reduce crime rates through community policing strategy countrywide by 10% in 100 days. Unsatisfactory customer service at the points was addressed by aiming at increasing the levels of customer satisfaction, image building, and attitude change to 80% in 100 days while implementation of resolved service charters in the entire ministry in 100 days was developed to deepen compliance and implementation of service charters. A target of reducing incidences of corruption in the ministry by 100% in 100 days was set while low compliance levels of performance appraisal were dealt with by appraising all eligible officers using the performance appraisal system in 100 days (GOK, 2009).

To increase members of the public and staff awareness of the ministry's activities, a target of 70% to 100% was set while times spend in traffic jams in Nairobi and Mombasa was to be reduced by 5% in 100 days. In tackling the drug menace, the ministry resolved to reduce incidences of Alcohol and Drug Abuse by 40% and on peace building and conflict management, the local communities' participation was to be increased in 100 days. Enrolment and retention in public primary schools was to be increased by 40% to address low enrolment levels while internally displaced persons were to be resettled and integrated in 100 days (GOK, 2009).

To enhance and build the capacity of training and research in all departments was set as a target for 100 days in response to inadequate capacity in training and research. On disaster preparedness, it realised that the problem was lack of time and credible early warning systems and insufficient food reserves. The ministry endeavoured to develop a multi-hazard early warning system, establish standby assessment team, monitor and evaluate impact of

famine, and establish National Disaster Response Plan at NDOC headquarters all in 100 days (GOK, 2009).

2.3.4 Training

Training is fundamental for improving staff capacity to deliver quality services. Training is generally accepted as a recognized channel for disseminating new knowledge, ensuring professional growth and competence, morale and work attitude. Training is a vital component in the strengthening of the public service and it is the main way in which the quality of service provided by civil servants is maintained or improved. It is also the most important way of adapting the performance of civil servants to meet the needs of the current situation or of some newly developing situation. Expectations for superior public sector good must be matched by superior capacity development and provision.

Anyango (2011) argues that public servants capability building -staff training is key to the success of RRI and the impact of such training programmes must be measured through appropriate appraisal systems. RRIs must adopt a stakeholder approach for balanced satisfaction of stakeholders needs. Likewise, Obongo (2008b) contends that in a push towards sustainability the Kenya government had committed to train a core pool of up to 350 public servants as RRA coaches within the 2007-2008 fiscal.

2.3.5 Monitoring and Measurement

Monitoring is a continuous management function that aims primarily at providing programme managers and key stakeholders with regular feedback on the implementation of social programmes and projects and gives an early indication of progress towards the achievement of intended results. Monitoring tracks the progress of an activity, project or programmes by assessing inputs and outputs over time. It enables the project implementer to compare actual performance of a project with what was planned or expected according to predetermined standards and objectives (Mugenda, 2008).

Measuring service quality may involve both subjective and objective processes. In both cases, it is often some aspect of customer satisfaction which is being assessed. However,

customer satisfaction is an indirect measure of service quality. Objective processes may be subdivided into primary processes and secondary processes. During primary processes, silent customers create test episodes of service or the service episodes of normal customers are observed. In secondary processes, quantifiable factors such as numbers of customer complaints or numbers of returned goods are analyzed in order to make inferences about service quality. Measurement supports the alignment of desired behaviours. It excites the organization when goals are achieved. It also holds individuals accountable for their results and helps to determine whether things are working. The ability to measure results is at the core of any organization's success. It is the compass that guides our efforts and informs our judgements. It is known that what gets measured gets improved (Studer, Q 2007).

2.4 Critical Review of Major Issues

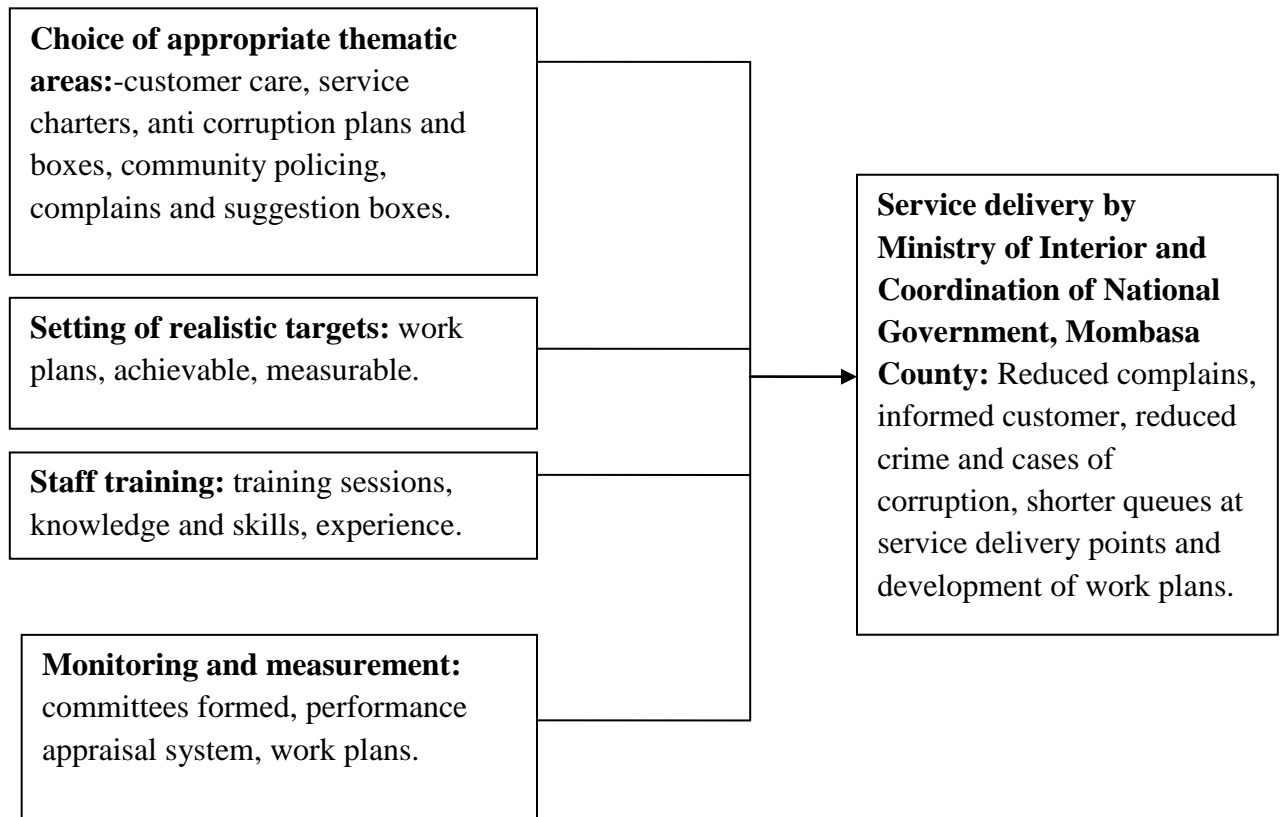
The Government of Kenya (GOK) introduced RRIs with the aim of improving service delivery to the members of the public who had raised serious concerns on the attitude of civil servants, corruption and delays in service provision. When RRIs were launched in the Ministry of Interior and Coordination of National Government, several achievements were recorded in terms of improved service delivery though some challenges emerged. There was need for further fast-tracking of behaviour and attitude change among officers and to motivate them to embrace initiated reforms, deepen compliance to service charter, harmonize community policing approaches among various actors and mainstreaming integrity in all operations of the Ministry.

These challenges were likely as a result of lack of involvement by the employees in Choice of appropriate thematic areas, improper monitoring, documentation and measurement, lack of staff training and setting of unrealistic targets. Members of the public are still complaining that corruption is still rampant, the attitude of the employees at the ministry has not changed much and crime has been soaring with killer gangs going on rampage killing and maiming many. The drug and substance abuse still remains a major challenge in the County despite the fact that all waves of RRI focused on its reduction and eventual elimination. If all the weaknesses identified during the implementation of RRI are rectified, the programme will be successful and will eventually contribute to improved service delivery in the County of Mombasa.

2.5 Summary and Gaps to be filled by the Study

The launch of RRI in Mombasa County was meant to improve service delivery to the members of the public who had viewed public service as being inadequate and ineffective coupled with lack of transparency and accountability and hence the need to gain their confidence. After the launch of the 1st wave of RRI in 2006, there was need to launch a second wave in 2009 to consolidate gains made in the 1st wave and to meet the ever increasing demand by Kenyans to be served effectively, efficiently and ethically. It was also meant to improve on integrity, good governance and consolidate confidence in reforms among Kenyans and convert sceptics and cynics while riding on quick wins to achieve long term reform gains. The repeated launch of RRI waves is an indicator that sustainability of achievements gained is a challenge and hence this research shall strive to find out the effects of RRI on service delivery in the Ministry of Interior and Coordination of National Government, Mombasa County.

2.6 The Conceptual Framework



Independent variables

Dependent Variable

Figure 2.1: Conceptual Framework

Source: Author (2013)

Choice of appropriate thematic areas is important because if it captures the major challenges facing the society such as crime, illicit brews, drug and substance abuse, communal conflicts, corruption and low enrolment in public schools it will gain strong support from all stakeholders. Such support towards a programme aimed at addressing societal problems is necessary for the successful implementation of RRI programme and eventual improvement in service delivery by the civil servants. Customer care desks were established to enable members of the public make inquiries about services offered and also act as the face of the ministry. Service charters were introduced to assist members of the public understand the services offered by the ministry, their requirements and the timelines on which they offered. Anti-corruption plans and boxes were introduced as measures aimed at eradicating corruption while community policing was supposed to address the high levels of crime rate.

Setting of targets at very high standards is likely to demoralize employees and therefore very little effort will be put in trying to achieve them. On the other hand, setting of targets at low level will compromise the quality and effectiveness of service delivered by the organization. Realistic targets encourage commitment from the employees in working towards achieving the set targets and thus improved service delivery. Employees in the ministry are required to develop work plans which contain targets that are agreed between them and their supervisors. The requirement is that the targets should be measurable since returns on performance are made on quarterly basis indicating achievements made.

Training and sensitization of workers on RRI is important because it equips them with knowledge on the concept and in turn makes them contribute positively in its implementation. It is important to note that knowledge, skills and experience are acquired through training. During training and sensitization forums, managers are also able to get feedback on services rendered, needs of employees and also understand the problems and weaknesses inherent in the organisation. The information acquired during training is critical

because it enables the management to take corrective measures aimed at improving service delivery to customers.

Monitoring is crucial in gauging the sustainability of the achievements made so far in the implementation of RRI and is mainly carried out by committees set up various departments in the ministry. Monitoring also assist in identifying the bottlenecks during the implementation process and inform corrective decisions.

Measurement is the standard by which goals are set, progress is tracked, and results are calculated. Measurement is important because it enables the Ministry to know if the RRI programme is translating to better service delivery by the employees. In the ministry, performance measurement is carried out using Performance Appraisal System and work plans which track the achievements of each employee. These activities commence at the beginning of the Government financial year and close at the end of the financial year mainly in June with supervisors assessing performance of their juniors.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter deals with the practical procedures that will be used in carrying out the study and how data will be collected and analyzed. It specifies details of the research design and research procedure, adopted sources of information, sampling design and sampling procedure, the target population of the study and sample size, data collection methods and instruments, data processing and analysis.

3.2 Research Design

According to Mugenda, (2008) study design is now used in a broader sense to refer to the overall conception of the study including description of all concepts, variables and categories, the relational propositions and the methods of data collection and analyses. The researcher adopted descriptive research design during the study. The design used was appropriate because it establishes the extent of a range of issues such as health, nutrition, education, crime and provides the foundation upon which co-relational and experimental studies emerge (Mugenda, 2008). It ascertains and able to describe the characteristics of variables in a situation.

3.3 Target Population

The study focused on employees of the Ministry of Interior and Coordination of National Government. The Ministry has seven departments namely; Coordination of National Government, National Police Service, Registration of Persons, Civil Registration, Immigration, Government Printing Services, and Kenya Prisons Service. The study focused on service delivery in three departments of the Ministry that of Coordination of National Government, Registration of Persons and the National Police Service. The study targeted 940 staff from these departments as follows:

Department	Population Frequency	Percentage
Coordination of National Government	300	31.915%
National Police Service	560	59.574%
Registration of Persons	80	8.511%
Total	940	100.000%

Table 3.1 Sources: Ministry Records (2013)

3.4 Sampling Design

From the above population of 940, the research targeted 10% of the target population using stratified random sampling. Kombe and Tromp (2009) pointed out that a sample size of 10% was ideal because the same represents the characteristics of the entire group, findings from the same could be generalized to a larger population and every respondent had an equal opportunity to participate in the exercise. This was as follows;

Departments	Population Frequency	Sampling ratio	Sample Size
Coordination of National Government	300	0.1	30
National Police Service	560	0.1	56
Registration of Persons	80	0.1	8
Total	940	0.1	94

Table 3.2 Source: Author (2013)

3.5 Data Collection Method

Data collection is defined as the ongoing systematic collection, analysis, and interpretation of data necessary for designing, implementing, and evaluating programs. The researcher used questionnaires to get information from the respondents since they are cost effective, reliable and easy to administer (Mugenda, Mugenda, 2003). These questionnaires were designed to achieve the research objectives on assessment of effects of Rapid Results Initiatives on service delivery in the Kenyan civil service. The questionnaires with questions pegged on the objectives of the study were delivered to the respondents by hand at their respective work stations during working hours and later collected and checked for errors ready for further

analysis and processing. The researcher obtained a letter of introduction from Kenyatta University to enable him get authority from senior Government officials to carry out research within their areas of jurisdiction.

3.5.1 Reliability and Validity of Instruments

Reliability is the degree to which an assessment tool produces stable and consistent results. Validity refers to how well a test measures what it is purported to measure. The questionnaires were pre-tested by the researcher to ensure that they are workable and are both acceptable to the respondents. The researcher checked on the acceptability and response rate and took corrective measures where deviations were noted.

3.6 Data Analysis and Presentation

Data analysis means categorizing, ordering, manipulating and summarizing data to obtain answers to research questions. The purpose of analysis is to obtain meaning from collected data. The study adopted descriptive statistics, which included frequency distribution tables and percentages. Collected data was scrutinized and assigned numerical codes according to classes or categories and analyzed by the aid of statistical package of social scientist programme (SPSS) which is widely used and is user friendly. This involved cleaning and organising data which entails receiving data collected, editing, coding, developing a database structure, entering data into a computer software and data transformation in form of tables, and pie charts for public information and consumption.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction to data analysis

This chapter presents the analysis of the collected data and discusses the findings of the study on the effects of Rapid Results Initiatives on service delivery in the civil service of the Republic of Kenya. The data is summarized using descriptive statistics and percentages and is presented in form of tables, pie charts, figures and narratives.

The researcher distributed a total of 94 questionnaires to the respondents in the three departments of Coordination of National Government, National Police Service and the Registration of Persons within Mombasa County and a total of 92 questionnaires were returned. This comprised 97.9% of the total questionnaires distributed. The respondent's bio data is as shown in the tables and charts below.

4.2 Quantitative Analysis

4.2.1 Gender

The respondents comprised of 54.3% of males and 45.7% of females. The analysis shows that there are more males than females working for the three departments as shown in the Table below.

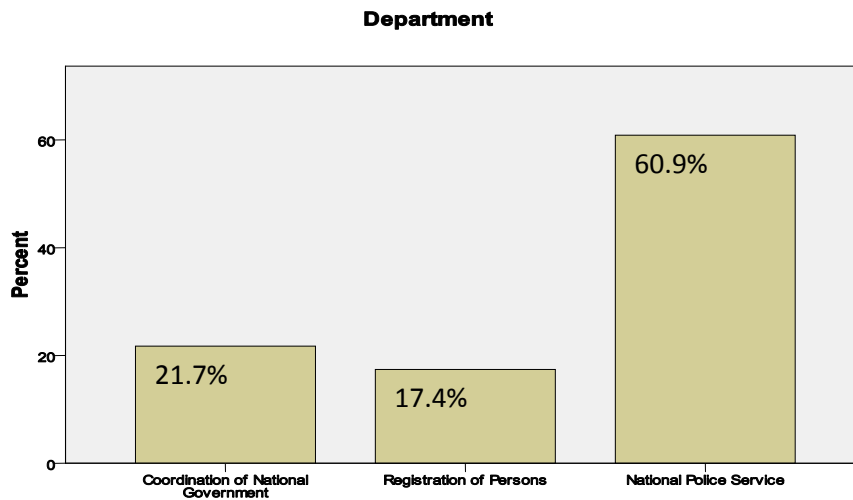
Table 4.1

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	50	54.3	54.3	54.3
Female	42	45.7	45.7	100.0
Total	92	100.0	100.0	

4.2.2 Department

From the analysis, the department of National Police Service had the highest number of respondents at 60.9% followed by the department of Coordination of National Government at 21.7% while the department of Registration of Persons had the least at 17.4%. The National police Service had the highest number of personnel compared to Coordination of National Government and Registration of Persons. The analysis is as shown in the figure below.

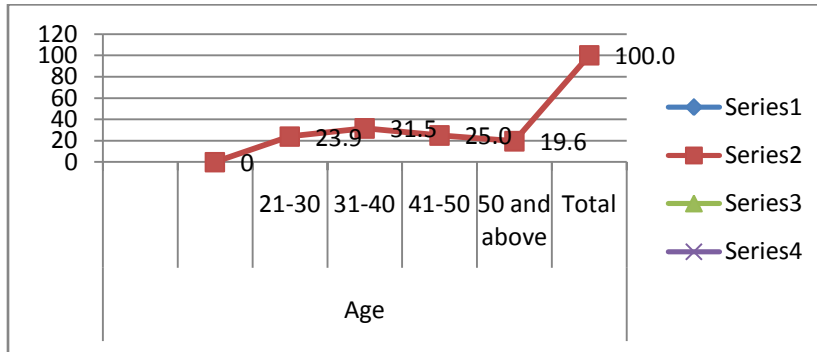
Figure 4.1



4.2.3 Age

The ages of the respondents ranging between 31 and 40 years constituted 31.5% of the total respondents while those in ages 21 and 30 years comprised 23.9%. Ages 41 and 50 years constituted 25% of the total respondents while those above 50 years formed 19.6%. The analysis indicates that a majority of employees in the three departments (55.4%) are below 40 years and therefore youthful and energetic. 44.6% of the respondents are 40 years and their experience is crucial for enhancement of service delivery in the ministry. The analysis is as shown in the figure below.

Figure 4.2



4.2.4 Level of education

The level of education of the respondents shows that 46.7% are O' level holders while 5.6% are A' level graduates. Diploma holders are 25% and University graduates constitute the remaining 19.6%. The analysis shows that a majority of employees in the three departments are O' level holders as shown in the table 4.2. There is need to encourage them to enrol for further studies to sharpen their knowledge and skills.

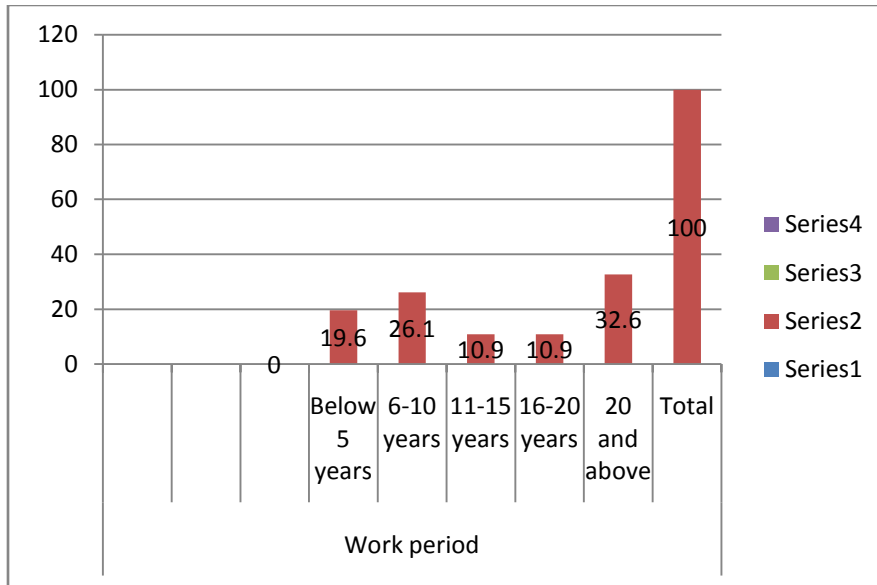
Table 4.2

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid O' level	43	46.7	46.7	46.7
A' level	5	5.4	5.4	52.2
Diploma level	23	25.0	25.0	77.2
Degree level	18	19.6	19.6	96.7
Others	3	3.3	3.3	100.0
Total	92	100.0	100.0	

4.2.5 Work period

From the analysis, the respondents who had worked below 5 years are 19.6% and those who had worked between 6 and 10 years are 26.1%. The respondents who had worked between 11 and 15 years comprised 10.9% and those who had worked between 16 and 20 years constituted 10.9% while those who had served 20 years and above formed 32.6% as indicated in the figure 4.3. The analysis clearly indicates that a majority of employees (67.5%) have worked for a period of 20 years and below while 32.6% have been in the service for over 20 years. There is a good blend of experience and energy that is very important in service delivery.

Figure 4.3



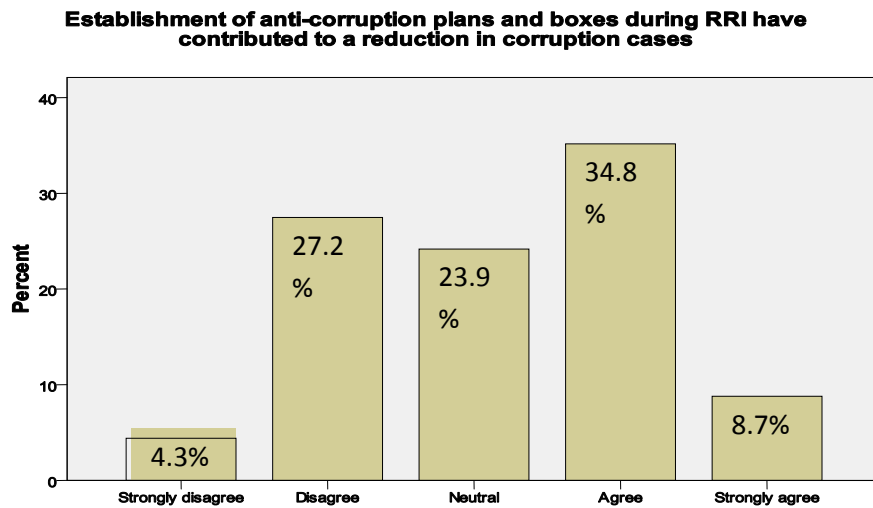
4.2.6 Choice of appropriate thematic areas

The research sought to establish how choice of appropriate thematic areas influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County. The thematic areas included anti-corruption plans and boxes, community policing, customer care desks, Service charters and Complains and suggestion boxes.

4.2.7 Establishment of anti-corruption plans and boxes had contributed to a reduction in corruption cases

The respondents were asked if establishment of anti-corruption plans and boxes had contributed to a reduction in corruption cases, 43.5% agreed that corruption cases had dropped and 31.5% of the respondents disagreed that corruption cases had reduced. 23.9% of the respondents chose to remain neutral as depicted in figure 4.4. The anti-corruption boxes enabled members of the public to report corruption cases in a secret way because in the past they could not dare for fear of reprisals. With the reports, the heads of departments were able to take necessary actions and therefore reduced corrupt practices.

Figure 4.4

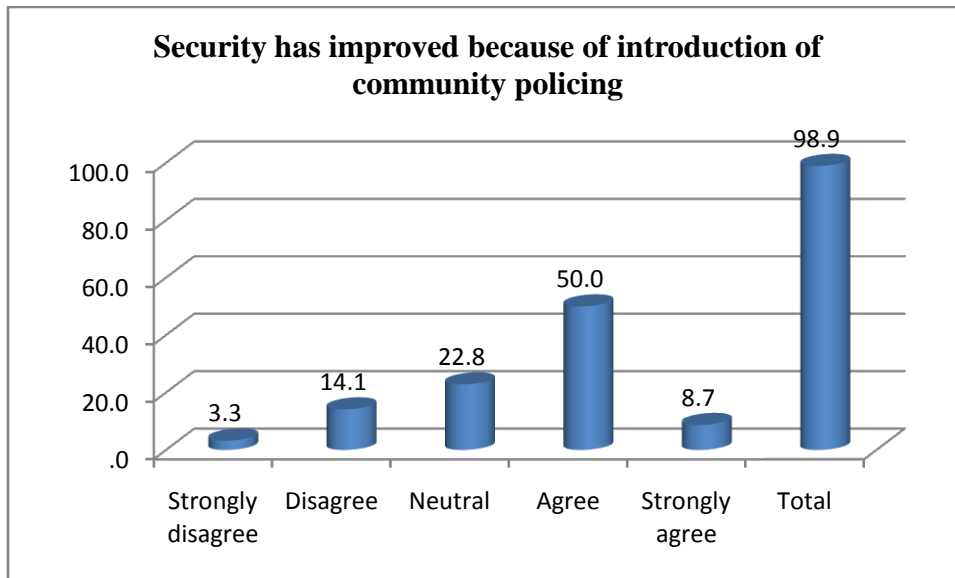


4.2.8 Security has improved because of introduction of community policing

A majority of respondents at 58.7% agreed that security had improved because of introduction of community policing, and 17.4% disagreed that community policing had lead to improved security while 22.8% chose to remain neutral. It is clear that a majority of respondents appreciate that improved security is as a result of community policing as shown in figure 4.5. This is possible because involving members of the public in combating crime makes them own the process and will voluntarily give intelligence and information to security officers. Community policing also cultivates the environment of trust between the security apparatus and the members of the public which is very crucial in information

sharing. Presence of community policing committees at the village level enables early detection of crimes and also acts as a deterrent to will be criminals. At the village level members of the public know each other very well and will be able to identify criminals with ease.

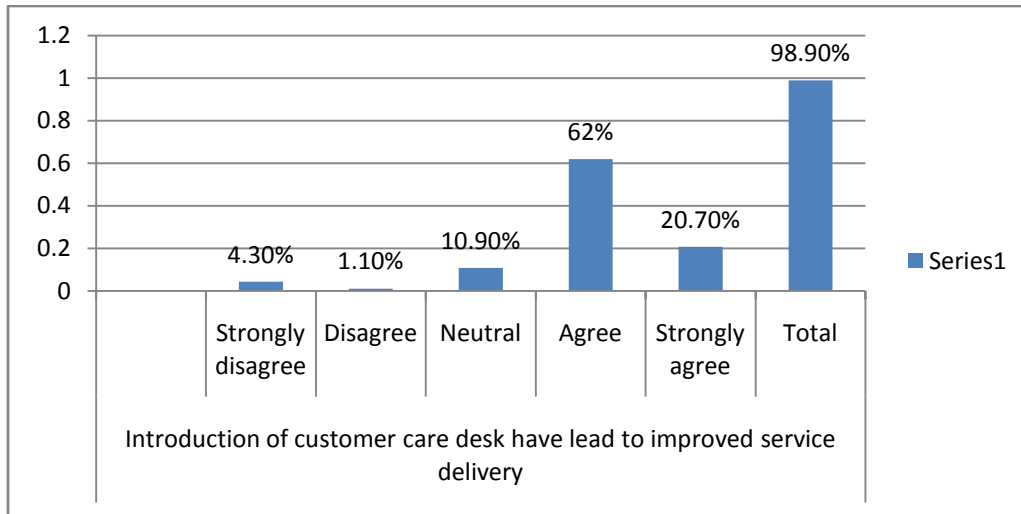
Figure 4.5



4.2.9 Introduction of customer care desks have led to improved service delivery

When respondents were asked whether introduction of customer care desks had lead to improved service delivery, 82.7% of the respondents agreed that customer care desks had contributed to improved service delivery, 5.4% disagreed that customer care desks had lead to improved service delivery while 10.9% remained neutral. It is evident that customer care desks have contributed to the improvement of service delivery in the departments of Coordination of National Government, National Police Service and the Registration of persons as shown in figure 4.6. At these desks, members of the public had an opportunity to inquire about various services and issues concerning Government services and therefore saving them a lot of time.

Figure 4.6



4.2.10 Service charters have made customers to be aware of services offered and their requirements hence leading to faster service delivery

The respondents agreed that service charters had been instrumental in enabling members of the public to be aware of services offered by the departments and their requirements (77.6%). Only 8.7% of the respondents disagreed that service charters enabled members of the public to be aware of services offered by the departments and their requirements while 8.7% remained neutral. It is obvious from the above analysis that service charters have enabled members of the public to know services offered by the departments and the requirements needed for the services to be rendered as indicated in table 4.3. They also indicate where complaints can be lodged. Such information is important because it enables members of the public to demand for services as stipulated in the service charters and also cushions them from corrupt officials who might ask for more than what is indicated. With a customer who is empowered in terms of service requirements, the civil servants will have no other alternative other than speed up service delivery.

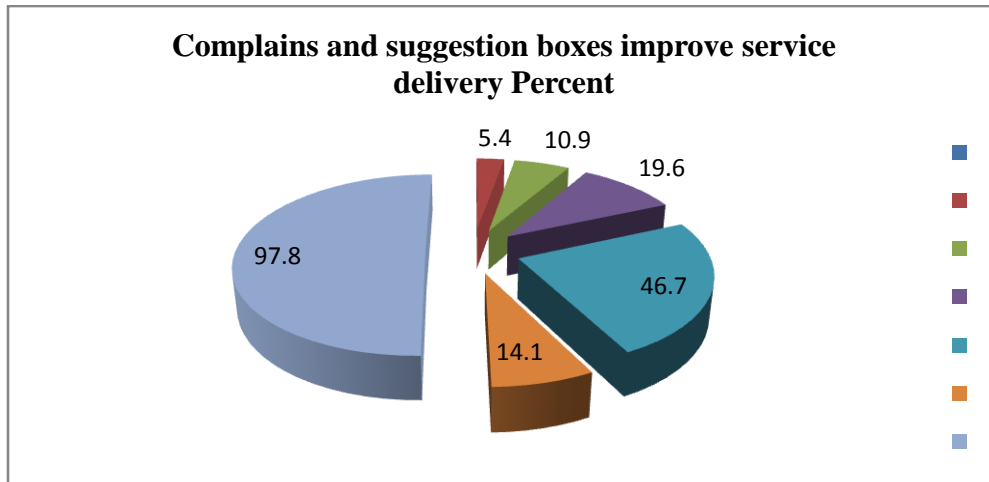
Table 4.3

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	5	5.4	5.4	5.4
Disagree	3	3.3	3.3	8.7
Neutral	8	8.7	8.7	17.4
Agree	53	57.6	57.6	75.0
Strongly agree	23	25.0	25.0	100.0
Total	92	100.0	100.0	

4.2.11 Complains and suggestion boxes improve service delivery

It is evident from the analysis that complaints and suggestion boxes led to improved service delivery. 60.8% of the respondents agreed that complaints and suggestion boxes led to improved service delivery with only 16.3% saying that complaints and suggestion boxes did not led to improved service delivery. Another 19.6% remained neutral as shown in figure 4.7. Complaints and suggestion boxes were established primarily to get feedback from the members of the public on what they feel about service delivery in the various departments of the Ministry. The feedback seems to have enabled the heads of departments to take corrective measures aimed at improving service delivery.

Figure 4.7



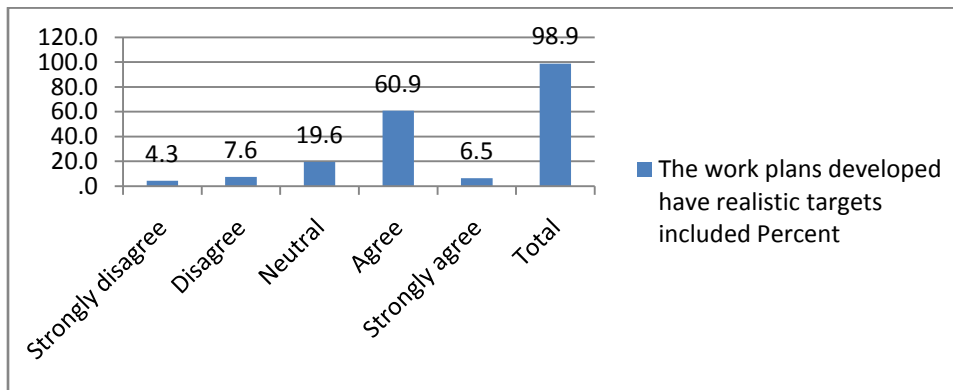
4.2.12 Setting of realistic targets

The other objective of the research was to address the extent to which setting of realistic targets influenced service delivery of Ministry of Interior and Coordination of National Government, Mombasa County.

4.2.13 The work plans developed have realistic targets included

On whether work plans developed had realistic targets included, the analysis discovered that 67.4% of the respondents agreed that the work plans had realistic targets, a paltry 11.9 disagreed and 19.6% of the respondents remained neutral as shown in figure 4.8. Work plans were developed which included measurable, realistic and achievable targets. The setting of targets involved employees and their supervisors, who were supposed to develop targets which can be measured, are realistic and achievable. Measured targets are easy to be tracked and hence assist in knowing whether progress is being made or not. Setting targets that are achievable motivates employees and thus make them put extra effort towards their achievement. The development of targets which could be tracked and achievable contributed to improved service delivery in the three departments.

Figure 4.8



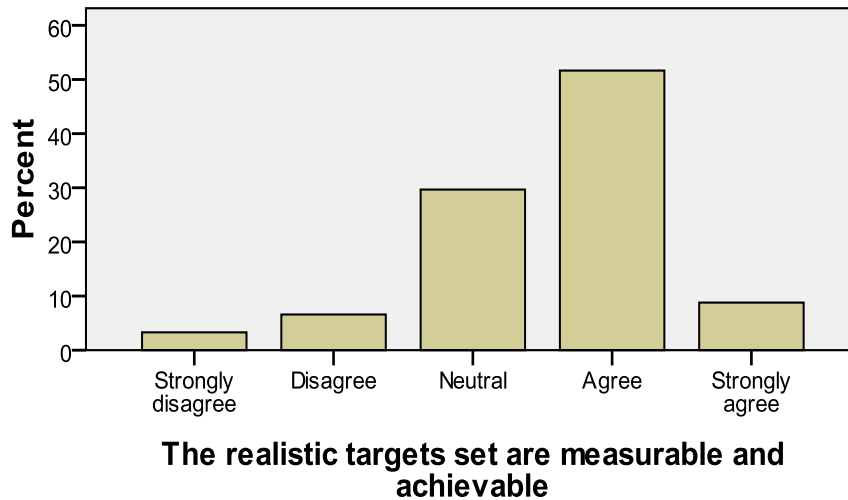
4.2.14 The realistic targets set are measurable and achievable

The analysis shows that the targets set were measurable and achievable since 59.8% of the respondents agreed that they were measurable and achievable. Only 9.8% disagreed that the

targets were measurable and achievable with 29.3% remaining neutral as indicated in the figure below.

Figure 4.9

The realistic targets set are measurable and achievable



4.2.15 Setting of realistic targets during RRI influence service delivery positively

The analysis shows that setting of realistic targets during RRI influenced service delivery positively. 80.5% of the respondents agreed that indeed setting of realistic targets influenced service delivery positively. Only 10.8% of the respondents disagreed that setting of realistic targets during RRI influenced service delivery positively while 8.7% remained neutral as indicated in table 4.4. The targets set challenged the civil servants to put extra effort with the aim of achieving the set targets. Those that meet the set targets were rewarded while those that failed to achieve the set targets were punished.

Table 4.4

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	5	5.4	5.4	5.4
Disagree	5	5.4	5.4	10.9
Neutral	8	8.7	8.7	19.6
Agree	55	59.8	59.8	79.3
Strongly agree	19	20.7	20.7	100.0
Total	92	100.0	100.0	

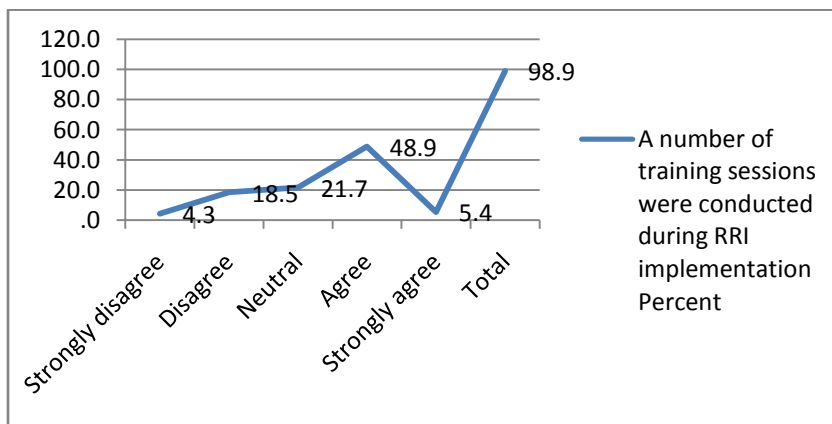
4.2.16 Staff Training

The other objective of the research sought to determine the effect of staff training on service delivery of Ministry of Interior and Coordination of National Government, Mombasa County.

4.2.17 A number of training sessions were conducted during RRI implementation

It is evident from the analysis that a number of training sessions were conducted during the implementation of RRI with 54.3% of respondents saying a number of training sessions were conducted. 22.8% of the respondents disagreed that a number of training sessions were held and 21.7% chose to remain neutral as shown in figure below.

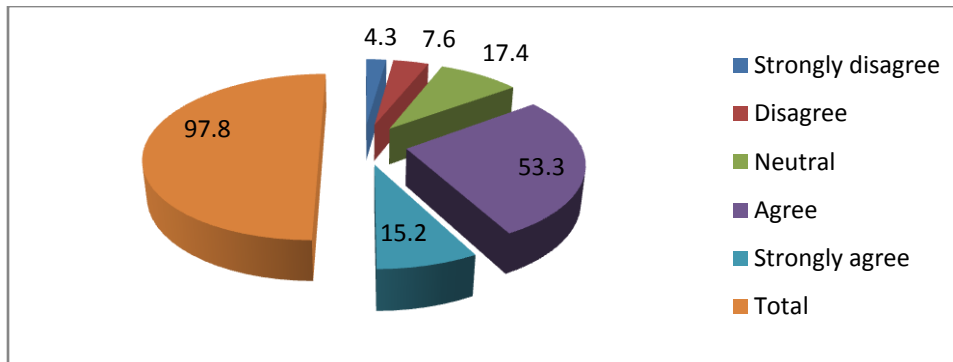
Figure 4.10



4.2.18 Training during RRI lead to improved knowledge, skills and experience

The analysis proves that training during RRI lead to improved knowledge, skills and experience as shown by the 68.5% of the respondents who said that training lead to improved knowledge, skills and experience. Another 11.9% said that training did not lead to improved knowledge, skills and experience with 17.4% remaining neutral as shown in the figure below.

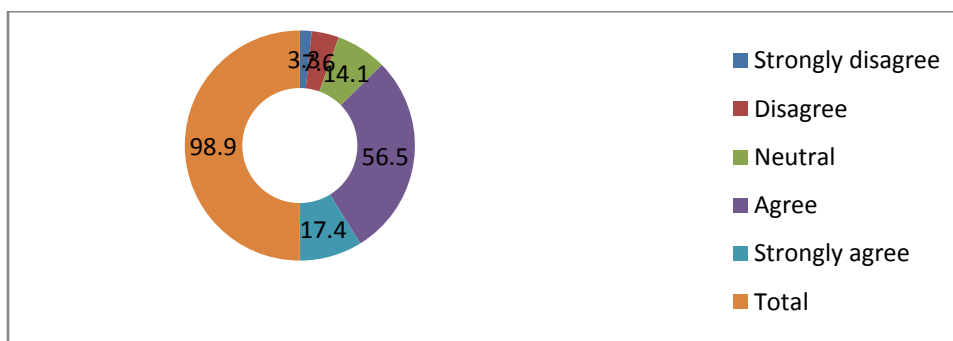
Figure 4.11



4.5.3 Training during RRI led to improved service delivery

From the response of those surveyed, it was established that training lead to improved service delivery. 73.9% of the respondents agreed that training lead to improved service delivery, 10.9% said that training did not lead to improved service delivery while 14.1% remained neutral as shown in the figure below.

Figure 4.12



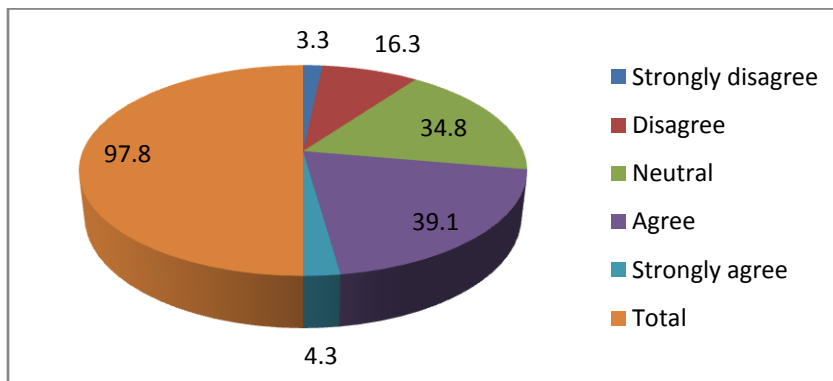
4.2.20 Monitoring and measurement

Finally, the other objective of the study was to establish how Monitoring, and measurement influences service delivery of Ministry of Interior and Coordination of National Government, Mombasa County.

4.2.21 There are committees established to carry out monitoring of RRI

In the analysis it was established that committees were constituted to carry out monitoring of RRI. 43.4% of the respondents agreed that committees were established, 19.6% disagreed that committees were established and 34.8% returned a verdict of being neutral as shown in the figure below.

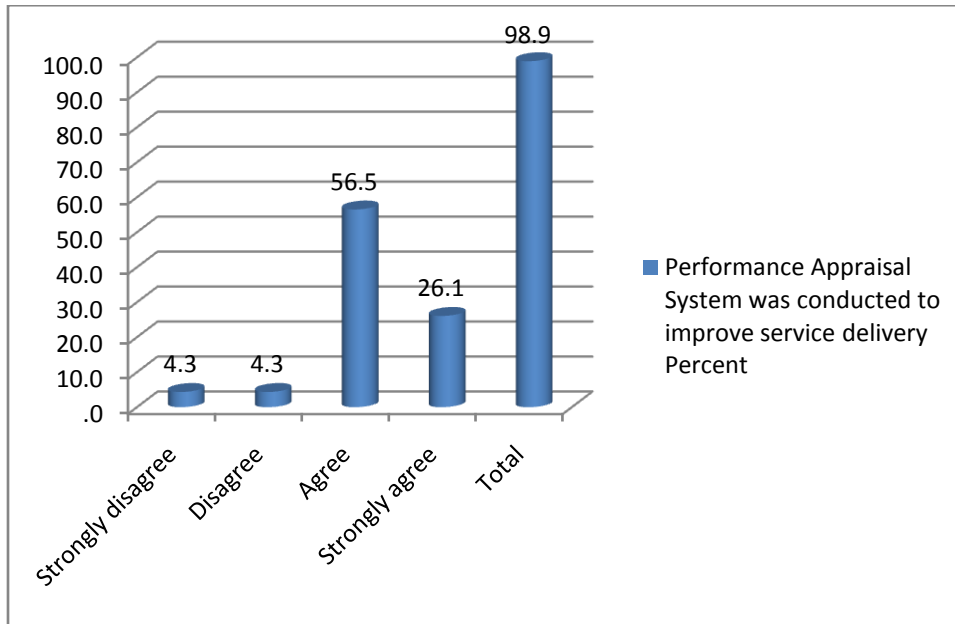
Figure 4.13



4.2.22 Performance Appraisal System was conducted to improve service delivery

It has been proven from the analysis that Performance Appraisal System was conducted with the aim of improving service delivery. A high number of respondents at 82.6% said Performance Appraisal System was implemented, 8.8% disagreed that Performance Appraisal System was implemented with 7.6% remaining neutral as shown in the figure below.

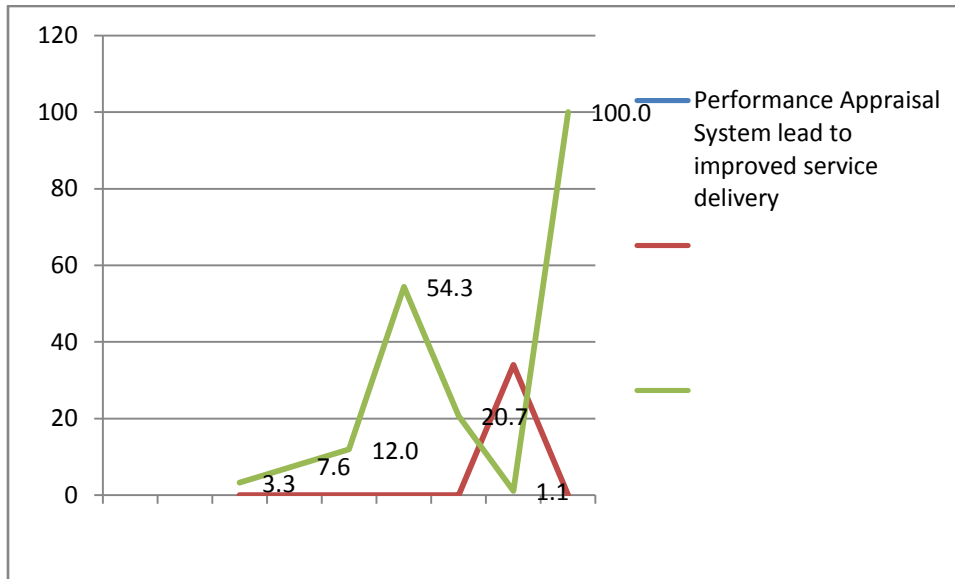
Figure 4.14



4.2.23 Performance Appraisal System led to improved service delivery

The analysis proves that Performance Appraisal System lead to improved service delivery given that 75% of the respondents agreed that it contributed to enhanced service delivery. A small number of respondents at 4.4% said that Performance Appraisal System did not contribute to improved service delivery while 7.6% chose to remain neutral as shown in figure 4.15. Performance Appraisal System was also instituted to gauge performance of the employees against the set targets. Employees in the departments were required to prepare work plans that spelt out the targets to be achieved in a quarter of Government financial year, period of completion, resources required and cumulative achievements in the year. These measures are some of the probable reasons that service delivery improved after the introduction of RRI.

Figure 4.15

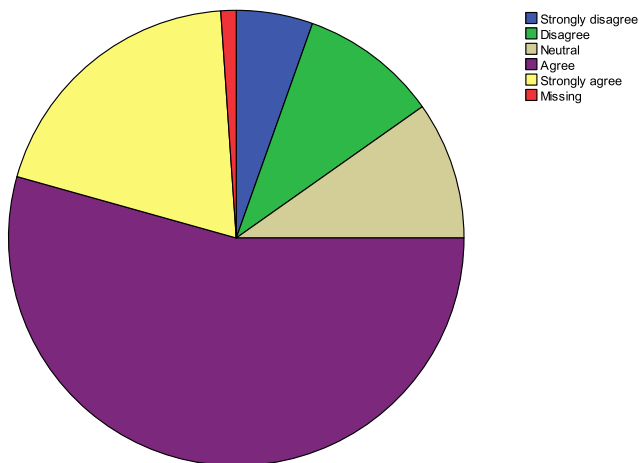


4.2.24 Work plans contributed to improved service delivery by the civil servants

According to the findings, work plans contributed to improved service delivery by the civil servants. 73.9% of the respondents said that work plans contributed to improved service delivery and 15.2% disagreed that work plans contributed to improved service delivery. Only 9.8% chose to be neutral as shown in the figure below.

Figure 4.16

Work plans contributed to improved service delivery by the civil servants



4.2.25 Service delivery

The aim of the research was to establish the effects of Rapid Results Initiatives on service delivery in the civil service of the republic of Kenya. The indicators of improved service delivery are reduction in crime rate; drop in corruption cases, shortening of queues and reduction in number of complains.

4.2.26 Crime rate had reduced after the introduction of community policing

The respondents were asked whether the crime rate had reduced after the introduction of community policing and 42% agreed that crime had reduced after the introduction of community policing while 18% disagreed that crime rate had reduced. 31% chose to remain neutral. This indicates that community policing played an important role in reducing the crime rate in Mombasa County as shown in the table below.

Table 4.5

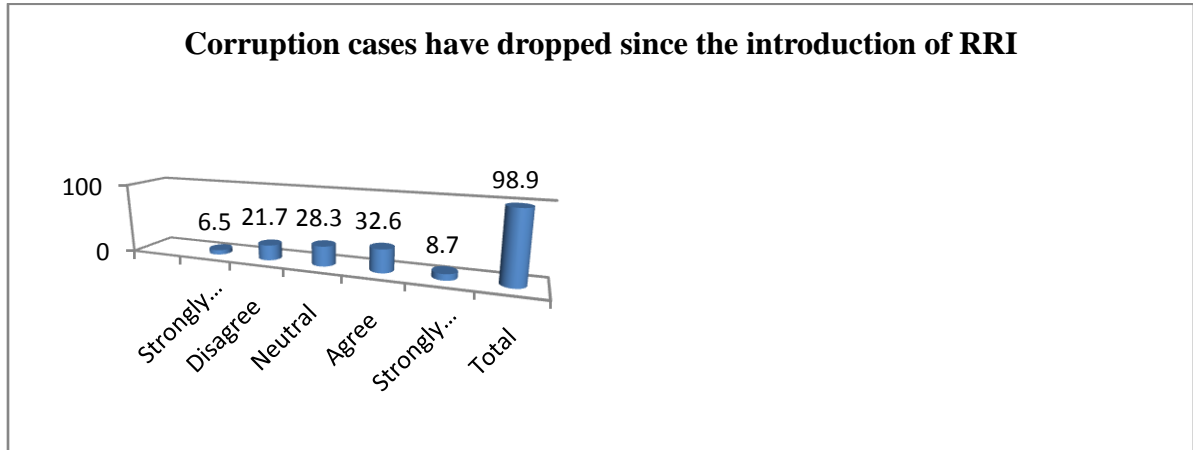
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	4	4.3	4.4	4.4
Disagree	14	15.2	15.4	19.8
Neutral	31	33.7	34.1	53.8
Agree	39	42.4	42.9	96.7
Strongly agree	3	3.3	3.3	100.0
Total	91	98.9	100.0	
Missing System	1	1.1		
Total	92	100.0		

4.2.27 Corruption cases had dropped since the introduction of RRI

The respondents were asked if corruption cases had dropped since the introduction of RRI and 41.3% of the respondents agreed that the corruption cases had dropped since the introduction of RRI, 28.2% disagreed that the corruption cases had dropped while another

28.3% remained neutral. From the analysis it is clear that RRI contributed in the drop of corruption cases as indicated in the figure below.

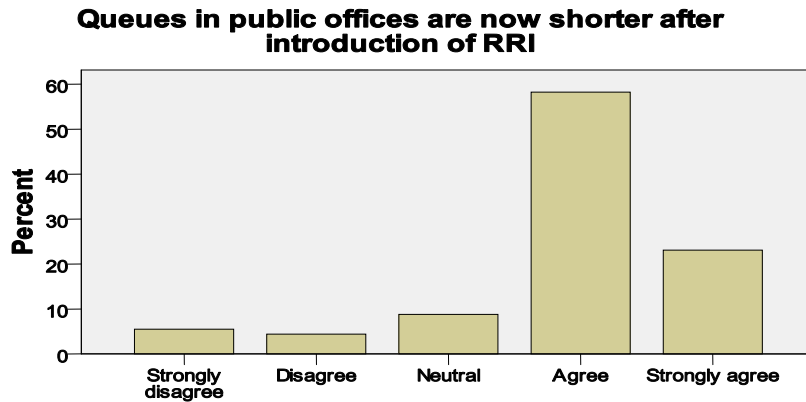
Figure 4.17



4.2.28 Queues in public offices became shorter with the introduction of RRI

On whether queues in public offices became shorter with the introduction of RRI, 80.4% of the respondents agreed that indeed queues had become shorter with the introduction of RRI and 9.7% of the respondents disagreed that the queues had become shorter. Those that chose to remain neutral were 8.7% as depicted in figure 4.18. This analysis suggests that service delivery was quicker with the introduction of RRI. Services at the three departments were offered on a stipulated timeline and if that did not happen a customer was required to lodge a complaint to a senior officer. The eradication of delays in service delivery and creation of an avenue for members of the public to raise complaints about poor service delivery contributed to a satisfied citizen.

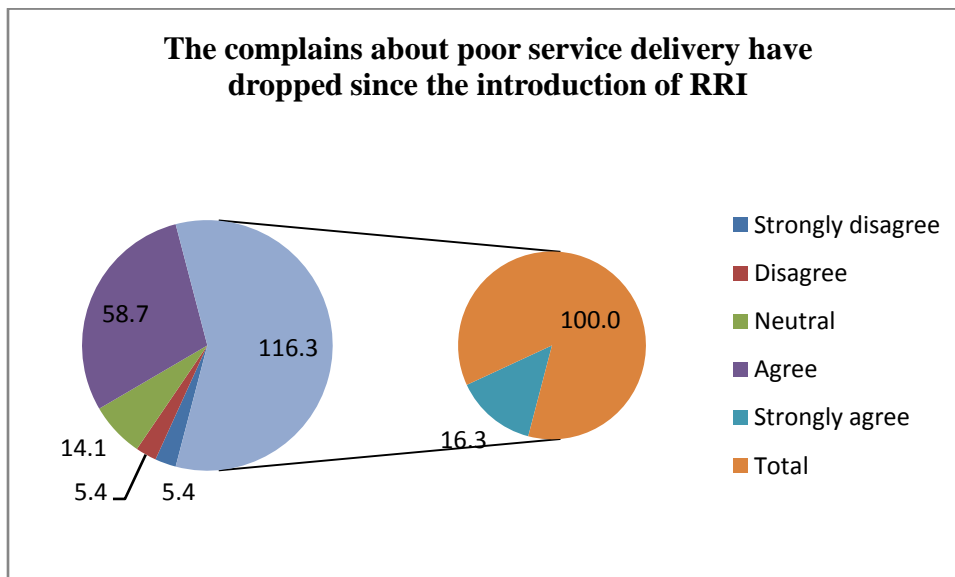
Figure 4.18



4.2.29 The complains about poor service delivery have dropped since the introduction of RRI

When the respondents were asked whether complains by members of the public about poor service delivery had dropped since the introduction of RRI, 75% agreed that the complaints had reduced since the introduction of RRI with 10.8% maintaining that the number of complains had not reduced. 14.1% remained neutral. This indicates that most respondents appreciated the fact that complaints against civil servants on poor service delivery had reduced since the launch of RRI as shown in the figure below.

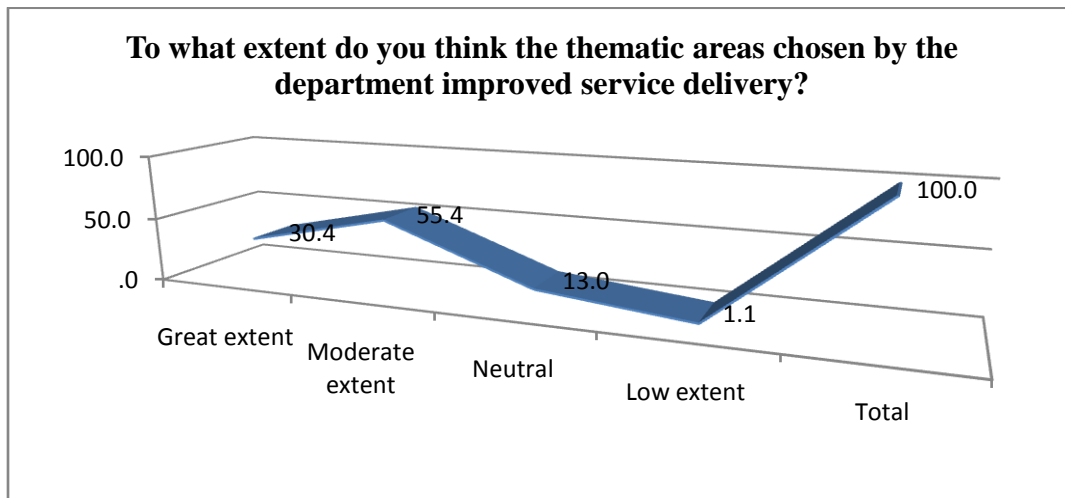
Figure 4.19



4.2.30 To what extent do you think the thematic areas chosen by the department improved service delivery?

When asked about the extent to which thematic areas chosen by their departments improved service delivery, 30.4% of the respondents said that it influenced service delivery to a great extent, 55.4% said to a moderate extent, 13% remained neutral, and 1.1% said to a low extent as shown in the figure below.

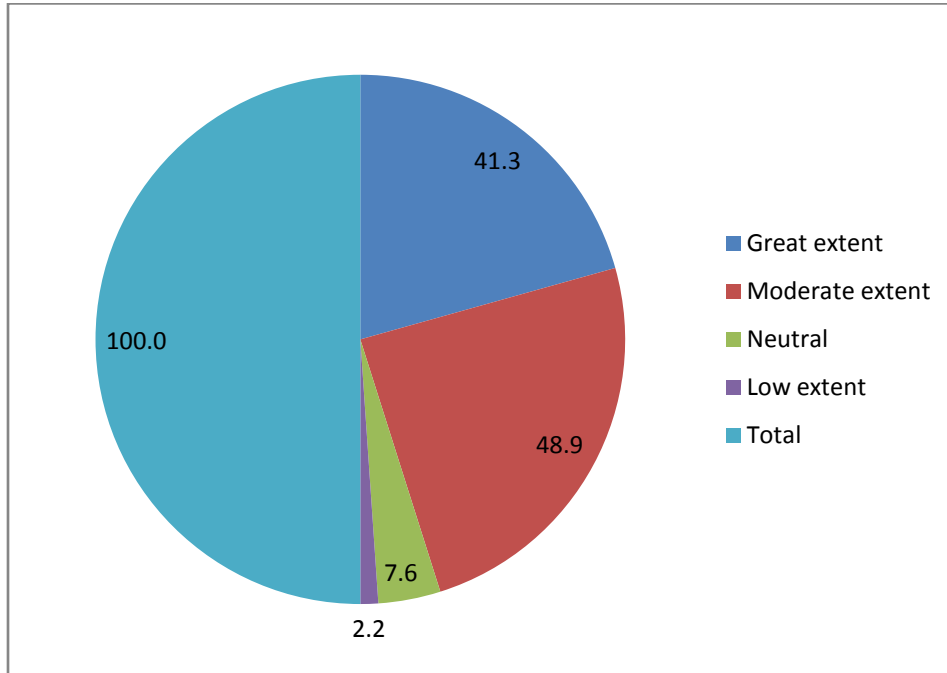
Figure 4.20



4.2.31 To what extent do you think setting of realistic targets by the department improved service delivery?

From the analysis, it was established that setting of realistic targets by the departments improved service delivery to a moderate extent (48.9%). Other respondents indicated that setting of realistic targets influenced service delivery to a great extent (41.3%), 2.2% to a low extent and those that remained neutral were 7.6% as shown in the figure below.

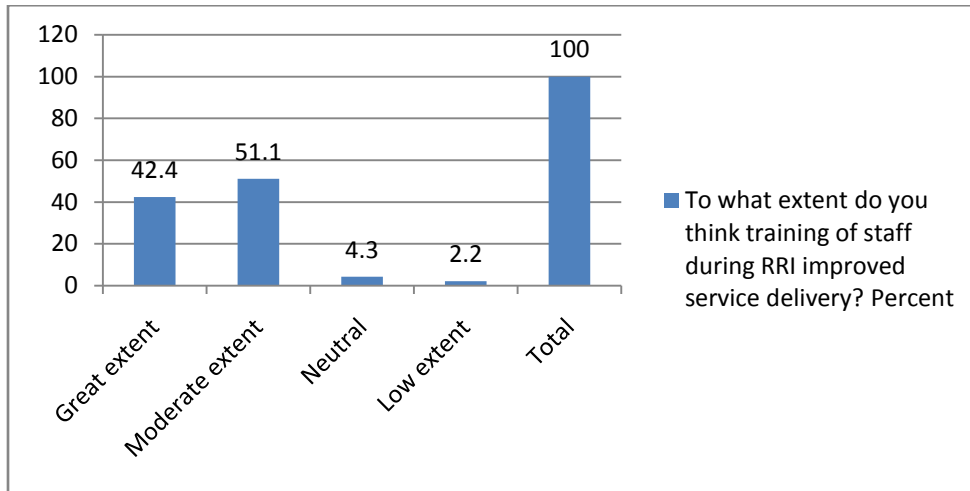
Figure 4.21



4.2.32 To what extent do you think training of staff during RRI improved service delivery?

From the analysis it is evident that training contributed in improving service delivery to a moderate extent (51.1%). 42.4% of the respondents said it contributed to improved service delivery to great extent, 2.2% to low extent and 4.3% remained neutral as indicated in the figure below.

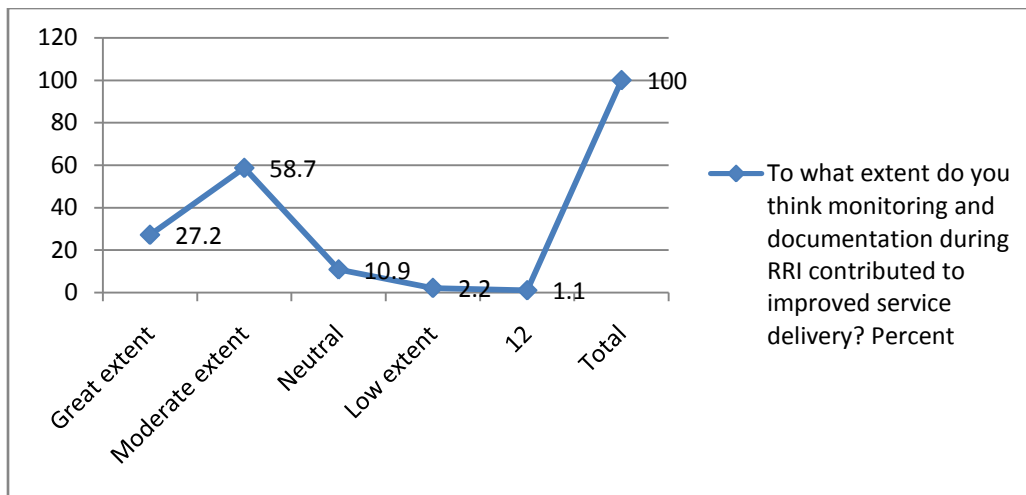
Figure 4.22



4.2.33 To what extent do you think monitoring and documentation during RRI contributed to improved service delivery?

It has been established from the analysis below that monitoring and documentation during RRI contributed to improved service delivery to a moderate extent (58.7%). 27.2% of the respondents said that monitoring and documentation during RRI contributed to improved service delivery to great extent, 2.2% said to low extent and 10.9% remained neutral as shown in the figure below.

Figure 4.23



4.3 Qualitative analysis

On challenges facing the implementation of RRI, a majority of respondents cited lack of enough training and inadequate facilitation as a major hindrance to successful implementation of RRI in Mombasa County. The training seems not to have covered all the employees leaving them unable to understand what RRI entails. Training is crucial in dissemination of knowledge and skills which are very crucial in RRI implementation. Successful implementation of RRI translates to improved service delivery in the ministry. Facilitation in terms of transport provision, conducive working environment and provision of adequate tools and equipment motivates employees and enables them to work extra hard towards achieving the set targets.

Organising for more training on RRI for all members of the staff and provision of adequate transport, conducive working environment, tools and equipment were indicated by the respondents as some of the strategies to be employed in improving implementation of RRI. The strategies are geared towards empowering, motivating and encouraging employees to actively participate in the implementation of RRI for the purposes of improving service delivery in the ministry. Improving staff welfare (promotions, salary increments) was also suggested by the respondents as other way of improving service delivery in the ministry. Members of the public who are supposed to be beneficiaries of improved service delivery through successful implementation of RRI should also be brought on board. This will make them apart of the whole process and thus contribute positively in the successful implementation of RRI and hence improved service delivery.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with discussions, conclusions, recommendations and suggestions for further research. The focus of this research was to establish the effects of Rapid Results Initiatives on service delivery in the civil service of the Republic of Kenya.

5.2 Summary of findings

Chapter four dealt with the analysis, interpretation and presentation of the study based on the objectives which sought to find out how choice of appropriate thematic areas influence service delivery, extent to which setting of realistic targets influence service delivery, effect of staff training on service delivery and establish how monitoring, and measurement influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County.

On the research question of how choice of appropriate thematic areas influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County, most respondents (43.5%) agreed that establishment of anti-corruption plans and boxes improved service delivery and reduced corruption cases. A majority of respondents at 58.7% agreed that security had improved because of introduction of community policing which cultivated the environment of trust between the security apparatus and the members of the public. Most respondents at 82.7% agreed that customer care desks had contributed to improved service delivery while 77.6% of the respondents agreed that service charters had been instrumental in enabling members of the public to be aware of services offered by the departments and their requirements. A majority of respondents (60.8%) agreed that complaints and suggestion boxes led to improved service delivery and also enabled the heads of departments to get feedback from the members of the public on what they feel about service delivery in the various departments of the Ministry. The feedback seems to have enabled the heads of departments to take corrective measures aimed at improving service delivery.

On the extent to which setting of realistic targets influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County, a majority of respondents (67.4%) agreed that the work plans had realistic targets included. Most of the respondents (59.8%) agreed that the targets were measurable and achievable. A majority of respondents (80.5%) agreed that indeed setting of realistic targets influenced service delivery positively.

The other objective of the research was to determine the effect of staff training on service delivery of Ministry of Interior and Coordination of National Government, Mombasa County. Most of respondents (54.3%) said that a number of training sessions were conducted. A majority of the respondents (68.5%) agreed that training led to improved knowledge, skills and experience. Most respondents (73.9%) agreed that training lead to improved service delivery.

On the research question of how monitoring, and measurement influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County, Most of the respondents (43.4%) agreed that committees were established to carry out monitoring of RRI implementation. A high number of respondents at 82.6% said that Performance Appraisal System was implemented to measure performance. A majority of the respondents (75%) agreed that Performance Appraisal System contributed to enhanced service delivery. Most respondents (73.9%) said that work plans contributed to improved service delivery.

On measurements of improved service delivery, most respondents (42%) agreed that crime had reduced after the introduction of community policing. A majority of respondents (41.3%) agreed that the corruption cases had dropped since the introduction of RRI. A high number of respondents (80.4%) agreed that indeed queues had become shorter with the introduction of RRI. Most respondents (75%) agreed that the complaints raised by the members of public against civil servants had reduced since the introduction of RRI.

5.3 Conclusions

Several conclusions can be drawn from the above summary of findings. On how choice of appropriate thematic areas influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County, introduction of Anti-corruption plans and boxes have contributed to reduction in corruption cases. Introduction of Community policing led to a reduction in crime rate while customer care desks, complaints and suggestion boxes played a pivotal role in the improvement of service delivery. Service charters have been instrumental in enabling members of the public to be aware of services offered by the departments of Coordination of National Government, National Police Service and Registration of Persons and the requirements to access such services.

On the extent to which setting of realistic targets influence service delivery of Ministry of Interior and Coordination of National Government, Mombasa County, the employees developed work plans which included measurable, achievable and realistic targets which influenced service delivery positively.

On effects of staff training on service delivery of Ministry of Interior and Coordination of National Government, Mombasa County, A number of training sessions were conducted that lead to improved knowledge, skills and experience among the employees of the ministry which translated to improved service delivery.

On how monitoring and measurement influences service delivery of Ministry of Interior and Coordination of National Government, Mombasa County, Monitoring committees were constituted by the departmental heads to carry out monitoring activities. Performance Appraisal System and work plans were put in place to measure performance and hence contributed to enhanced service delivery.

On indicators of improved service delivery, crime rate, corruption cases, Complaints raised by the members of public against civil servants reduced and Queues in public offices also become shorter with the introduction of RRI.

5.4 Recommendations

Based on findings made and conclusions drawn, the research makes recommendations for the benefit of all those involved in the implementation of RRI programme in the Ministry of Interior and Coordination of National Government, Mombasa County with the aim of improving service delivery. On how choice of appropriate thematic areas influence service delivery, the study recommends that more sensitization forums should be held on service charters because quite a good number of members of public are illiterate and cannot read. Unscrupulous members of staff can take advantage and exploit them.

On the extent to which setting of realistic targets influence service delivery, the study suggests that targets set should not be so many which in many cases cause confusion and hence making their attainment difficult.

On effects of staff training on service delivery, the study recommends that more training should be conducted focusing on all employees of the departments of Coordination of National Government, National Police Service and the Registration of Persons within Mombasa County. This will enable them understand RRI in a deeper sense and thus contribute positively in its implementation.

On how monitoring and measurement influences service delivery, the study suggests that employee should be facilitated in terms of transport, conducive working environment, and adequate tools and equipment. These will motivate them and in the process energize them to work towards attainment of the set targets. The study also suggests that implementation of RRI waves should be a continuous process to avoid the situation where by the gains are eroded because of the long durations between waves. This will make RRI gains more sustainable.

5.5 Suggestions for further Study

The study suggests that further research should be carried out on factors that affect sustainability of Rapid Results Initiatives gains. This study nevertheless will form a good basis for further research.

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APPENDIX A

LETTER OF INTRODUCTION

Confidentiality

The aim of this questionnaire is to solicit views from employees of the departments of Coordination of National Government, the National Police Service and Registration of Persons which fall under the Ministry of Interior and Coordination of National Government within Mombasa County regarding their opinion on assessment of the effects of Rapid Results Initiatives on service delivery in the Kenya civil service. This information will be solely for academic purpose and will not be disclosed to any other party whatsoever or used for any other purpose.

Researcher: Solomon Kitiyo Chepoton

D53/MSA/PT/25086/2011

Telephone number: 0726958896

Signed..... Date

APPENDIX B

QUESTIONNAIRE

The Effects of Rapid Results Initiatives on Service Delivery in the Kenya Civil Service of the Republic of Kenya

Instructions

Kindly respond to all the questions as honest as possible by ticking where necessary or giving comments where appropriate;

Section A: Bio Data

Please tick the appropriate box on the questionnaire where choices are provided.

1. Gender

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
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2. Department

Coordination of National Government	<input type="checkbox"/>	Registration of persons	<input type="checkbox"/>	Kenya Police Service	<input type="checkbox"/>
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3. Age

Below 20	21-30	31-40	41-50	50 and above
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Level of education

O' Level	A' level	Diploma level	Degree level	Others

5. Work period

Below 5 years	6-10 years	11-15 years	16-20 years	20 & above

6. Title

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Please indicate using the scale 1-5 (as shown below) the extent to which you agree with the following statements;

5-Strongly agree: 4- Agree: 3- Neutral: 2- Disagree: 1- Strongly disagree

Section B: Service Delivery						
7.	The crime rate has reduced since the introduction of community policing during RRI	1	2	3	4	5
8.	Corruption cases have dropped since the introduction of RRI	1	2	3	4	5
9.	Queues in public offices are now shorter after introduction of RRI	1	2	3	4	5
10.	The complains about poor service delivery have dropped since the introduction of RRI	1	2	3	4	5

Section C: Choice of appropriate thematic area						
11.	Establishment of anti-corruption plans and boxes during RRI have contributed to a reduction in corruption cases	1	2	3	4	5
12.	Security has improved because of introduction of community policing	1	2	3	4	5
13.	Introduction of customer care desks have lead to improved service	1	2	3	4	5

	delivery					
14.	Service charters have made customers to be aware of services offered and their requirements hence leading to faster service delivery	1	2	3	4	5
15.	Complains and suggestion boxes improve service delivery	1	2	3	4	5

Section D: Setting of Realistic Targets						
16.	The work plans developed have realistic targets included	1	2	3	4	5
17.	The realistic targets set are measurable and achievable	1	2	3	4	5
18.	Setting of realistic targets during RRI influence service delivery positively	1	2	3	4	5

Section E: Staff Training						
19.	A number of Training sessions were conducted during RRI implementation	1	2	3	4	5
20.	Training during RRI lead to improved knowledge, skills and experience	1	2	3	4	5
21.	Training during RRI lead to improved service delivery	1	2	3	4	5

Section F: Monitoring, Measurement						
22.	There are committees established to carry out monitoring of RRI	1	2	3	4	5
23.	Performance Appraisal System was conducted to improve service delivery	1	2	3	4	5
24.	Performance Appraisal System lead to improved service delivery	1	2	3	4	5
25.	Work plans contributed to improved service delivery by the civil servants	1	2	3	4	5

Section G

Part 1

26. To what extent do you think the thematic areas chosen by the department improved service delivery?

Great extent

Moderate extent

Neutral

Low extent

Very Low extent

27. To what extent do you think setting of realistic targets by the department improved service delivery?

Great extent

Moderate extent

Neutral

Low extent

Very low extent

28. To what extent do you think training of staff during RRI improved service delivery?

Great extent

Moderate extent

Neutral

Low extent

Very low extent

29. To what extent do you think monitoring and documentation during RRI contributed to improved service delivery?

Great extent

Moderate extent

Neutral

Low extent

Very low extent

Part 2

30. Suggest any challenges facing the implementation of Rapid Results Initiative?

31. Suggest any strategies to improve implementation of rapid Results Initiative?

32. Suggest any other ways that can be used to improve service delivery.

Thanks for your time.