

**ASSESSMENT OF RESULTS BASED MANAGEMENT PRACTICES
IN THE PUBLIC SECTOR: CASE STUDY OF NATIONAL MALARIA
CONTROL PROGRAM IN KENYA**

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DECLARATION

This project is my original work and has not been submitted for an award of any degree in this or any other University.

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DEDICATION

I dedicate this research project to my family for their support and encouragement throughout the study.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
LIST OF TABLES	viii
LIST OF FIGURES	ix
ABSTRACT	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the study	1
1.2 National Malaria Control Program.....	4
1.3 Key gaps in implementing RBM practices	7
1.4 Problem Statement	8
1.5. Research questions	9
1.6 Objectives of the study.....	9
1.7 Justification of the study	10
1.8 Scope and limitation of the study.....	11
CHAPTER TWO: LITERATURE REVIEW	12
2.1 Introduction	12
2.2 Evolution of results based management in the public sector	12
2.3 Principles for implementing RBM in public sector organizations	15
2.3.1 Accountability	15
2.3.2 Partnership.....	15
2.3.3 Organizational learning	16
2.3.4 Transparency	16
2.3.5 Flexibility	17
2.3.6 Simplicity	17
2.4 Components of Results Based Management.....	17
2.4.1 Capacities	17
2.4.2 Incentives.....	18

2.4.3 System specific information	18
2.4.4 Challenges	18
2.5 Results Based Management Life Cycle Approach.....	20
2.6 Empirical Evidence of Assessment of Results Based Management	22
2.7 Summary of literature review	27
2.8 Conceptual framework	28
2.9 Operational framework	29
CHAPTER THREE: METHODOLOGY	33
3.1 Introduction	33
3.2 Research design.....	33
3.3 Sampling procedures	33
3.4 Sources of data	34
3.5 Data collection methods	34
3.6 Reliability of Likert scale data – internal consistency check	34
CHAPTER FOUR: STATUS OF RBM AT NATIONAL MALARIA CONTROL PROGRAMME	36
4.1 Introduction	36
4.2 Distribution of respondents	36
4.3 Reliability Analysis	37
4.4 Implementation of core results attributes	37
4.4.1 Planning as a core results attribute.....	38
4.4.2 Budgeting as a core results attribute	40
4.4.3. Implementation as a core results attribute	41
4.4.4. Monitoring as core results attribute	44
4.4.5. Evaluation as core results attribute	47
4.5 Focus on common results in programs at NMCP	49
4.6 Horizontal and vertical integration.....	51
4.7 Results based Public sector managements components.....	52

CHAPTER FIVE:SUMMARY, CONCLUSION AND RECOMMENDATIONS	54
5.1 Introduction	54
5.2 Research Summary.....	54
5.3 Conclusion.....	57
5.4 Recommendations	58
5.4.1 Recommendations for Policy and Programmes	59
5.4.1.1 Core results attributes	59
5.4.1.2 Focus on common results	62
5.4.1.3 Horizontal and vertical integration of results	62
5.4.2 Recommendations for further research	63
REFERENCES	63
APPENDICES	68
Appendix 1: Individual Assessment Tool	68
Appendix 2: Discussion Guide For Key Informant Interview	73
Appendix 3:List of Documents Reviewed.	76
Appendix 5: Letter For Data Collection.....	78

LIST OF TABLES

Table 2.1: Operational framework for the Five PSM components	30
Table 3.1: Interpretation of Cronbach's Alpha	35
Table 4.1: Distribution of respondents	36
Table 4.2: Reliability Analysis.....	37
Table 4.3: Distribution of responses on planning as a core attribute	39
Table 4.4: Distribution of responses on Budgeting as a Core Attribute	41
Table 4.5: Distribution of responses On Implementation as a Core Attribute.....	42
Table 4.6: Distribution of responses on Monitoring as a Core Attribute	45
Table 4.7: Distribution of responses on Evaluation as a Core Attribute.....	48
Table 4.8: Distribution of Responses on Interdependency	50
Table 4.9: Distribution of Responses Horizontal and Vertical Integration.....	52

LIST OF FIGURES

Figure 2.1: RBM Life Cycle Approach	21
Figure 4.1 Results Based Public Sector Managements Components	53

ABSTRACT

Results based management has evolved over time as a management strategy into the public sector due to donor demand and pressure from taxpayers throughout the world. Application of the strategy in the private and public sector globally has gained importance. This has raised interest among researchers worldwide who have also noted the importance to assess performance of RBM strategy against the set standards in improving accountability of a system. In this regard, this study was undertaken with an objective of assessing results based management practices at National Malaria Control Program (NMCP) as a public agency. This was to ascertain if NMCP was result focused against the predetermined public sector management result features. Also to address public sector gaps in challenges, capacities. The assessment employed case study design. Qualitative and quantitative methods of data collection were used. Data was collected through key informant interviews, document reviews, self -assessment questionnaire. Data analysis was done using Cronbach's alpha method of analysis.

Results from the assessment indicated that NMCP had functional and operational public sector management components with existing linkages from national government to county governments. The study found out further that the institution was result oriented and exhibited public sector practices of results based management. The program had a strong monitoring system which was one of the major strength. This was the best performing public sector component. It enabled the program reduce the morbidity and mortality caused by malaria in different counties. However the study found out challenges hindering execution of public sector components which included lack of funds, incentives, M&E capacities to implement RBM.

Overreliance of donors to conduct evaluation on data audits was cited as the key challenge which hampered the development of the program. This study is for the opinion that national malaria control program should pursue the ministry of finance to increase the budgetary allocation to execute all PSM components simultaneously. This will help the managers to focus on common results from the national to county levels. Key recommendation made for this study is that capacities should be increased among the staff and more M&E trained staff employed to oversee the evaluation of the program. Finally incentives should be provided both monetary and non-monetary to program performers to strengthen the component of implementation process in order to be results focused. The study recommends future research in areas focusing challenges faced in executing PSM components in public ministries and agencies as these study highlighted some challenges experienced at NMCP in implementing RBM. Also assessment of results based management practices in different government agencies.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Managing for results has become one of the central features of emphasis in current government reforms. Performance of results requires strong public sector management to focus on measurable outcomes instead of emphasis on administrative processes. Meier (2003), defines results based management (RBM) as a broad management strategy aimed at changing organizations operations by improving performance through strategic planning, systematic implementation, performance monitoring and reporting of planned goals in order to achieve results as the central orientation. According to Binnedjikt (2000), argues that RBM Improves performance and management decision making.

Change is the language of results based management commonly used to explain how different levels of results of a given policy have been achieved in a practical manner. According to Bester (2012), change includes, outputs, outcomes and impact. Public sector management (PSM) is about managing components or functions of public sector which include planning, implementation, budgeting, monitoring and evaluation to deliver intended results. In the public sector management, RBM ensures that all stakeholders involved directly or indirectly in development policies that affect lives of citizens achieve measurable change of results with impact.

Most countries worldwide have put in efforts to improve performance and ensuring that government activities achieve desired results of different ministries. According to Eyben (2013), argues that results based management is quantifiable and focuses on outcomes or change. Traditionally, focus was about managing processes and inputs of government operations and it was not easy to show these results in a more evidence based manner and to the full satisfaction of stakeholders like taxpayers, donors and others involved.

For so many years, stakeholders, both internally and externally, have been mounting pressure on governments to be transparent and produce tangible results. These led to managing for development results (MfDR) to become an international focus to ensure that systems in public sectors are transparent in service delivery to promote effectiveness of developmental initiatives. For countries to achieve Sustainable Development Goals, there is need to apply strong RBM strategies in their developmental initiatives.

Due to global pressure, the Government of Kenya introduced results based management in the public sector in 2004 after introduction of the Economic Recovery Strategy (ERS) to improve accountability, effectiveness and efficiency of its services. Amjad (2008), argued that RBM strategies are important in public sector reforms and should be adopted in most countries because national objectives vary globally. Reforms in the public sector address economic pressures experienced by a country (OECD, 2002). The main purpose for the adoption of RBM in Kenya was to have a performance government in its service delivery to citizens and to adhere to global pressures of reforms of accountability and transparency to donors and other stakeholders.

A robust public sector is one which consists of core components of public sector management which include planning, budgeting, implementation, monitoring and evaluation to deliver high quality results. These components work simultaneously when executed at different levels of the public sector. These include national level, subnational levels and line agencies. At the national level of government, they are institutionalized in different ministries and exhibit results based public sector management features. These features include core results attributes, focus on common results, interdependency horizontal and vertical integration. The feature of core results attributes includes planning, budgeting, implementation, monitoring and evaluation. To exhibit results based public management it means they have to work together to achieve defined results of public sector agency or program (APCoP, 2011).

Another PSM feature is the focus on common results. These means that the five key components of public sector management must link and be aligned together to achieve the set results of the public agency or ministry. That is to say the results achieved must be the ones planned for, budgeted, implemented, monitored and evaluated.

Another PSM feature is interdependence of horizontal and vertical integration. This is about coordination of the PSM components both horizontally and vertically. Vertically means national goals are converted into public ministries or agencies. While horizontal means coordination across sector ministries in achieving national developmental goals. Vertical and horizontal coordination has to exist to achieve the national goals. Therefore, any public sector ministry working towards achieving a certain developmental goal must

incorporate the practices of results based public sector management which include, core results attributes, focus on common results, interdependence horizontal and vertical integration (APCop, 2011).

1.2 National Malaria Control Program

The Kenya National Malaria Control Program (NMCP) is controlled directly by the Ministry of Health division of communicable disease prevention and control. It's under public scrutiny for the services it provides to the public. Its vision is to render a malaria-free Kenya. The program has been mandated to provide quality assured services for prevention and treatment of malaria to all Kenyan citizens. The program has formulated policies through the National Malaria strategy (2009–2017), the National malaria policy (2010) and the Kenya Malaria Monitoring and Evaluation Plan (2009–2018) to provide framework for controlling malaria burden in Kenya.

The National Malaria Strategy (2009-2017), its goal is to have reduced morbidity and mortality caused by malaria in the various epidemiological zones. It has objectives to be achieved in order to eliminate malaria in the country. The strategy has indicators which help to determine if the program is headed the right direction and help answer the questions of the program's success and also help measure the aspects of achievements. The indicators are both quantitative and qualitative.

NMCP has a unit in charge of the surveillance, M&E and operational research (SM&EOR). The roles of the unit include developing monitoring and evaluation indicators, collect and maintain health information linkages, data survey, preparation of quarterly, annual and performance reports, implementation and use research information for policy. It's through the unit which is crucial in portraying results of malaria as a public program. Coordination is well portrayed through the linkages of results from the central government to the country government.

In terms of implementation, NMCP has a monitoring and evaluation plan (2009- 2018), which is central and critical in assessing the extent of the vector control and country situation in the transmission of the malaria among the susceptible groups who are pregnant women and children under five. Through the plan, objectives of the malaria program are implemented in all counties in the country. It is mandated to measure efficient use of resources and effectiveness of the program to have a public health impact to the citizens who seek the services in different counties (NMCP, 2018).

The Plan is in a matrix which helps in analysis of the data collected monthly, quarterly or yearly against the set objectives. It also helps in the planning, budgeting, implementation, monitoring and evaluation of the activities against the set objectives. The implication of M&E plan is to promote evidence based information on malaria management and this helps in decision making and formulation of policies that help the country in achieving the Vision 2030 and SDGs.

Ideally, malaria control services should be delivered to reach targeted populations like the pregnant women and young children below 5 years. Therefore, monitoring of the quality of case management of malaria is important.

The program has embraced partnership which is one of the elements of RBM. It helps in implementation of the malaria program. The national malaria control program has partnered with other programs within the Ministry of Health like HIV and TB, reproductive health and child health which help in planning and implementation of the objectives of the strategic plan. The strategic plan bridges all sectors beyond the public sector and includes other stakeholders beyond the Ministry of Health. For example, it includes stakeholders from the National Planning and Finance to spearhead the finance in implementing malaria activities and make decisions that impact the health systems development. According to WHO (2011), strategic planning helps the national malaria control program clarify future direction and make evidence based decisions because malaria is a socio- economic threat to most countries in the world.

Evidence-based and result-oriented development of the Kenya malaria monitoring and evaluation plan (2009–2018), was to promote and achieve the most efficient results and feedback on the situational analysis of the malaria infection in the endemic counties in the country. This means results based management must begin with situational analysis and measure the change on the programme performance as a public sector agency. A successful strategic planning cycle will be measured by the resources mobilized and buy-in from stakeholders.

1.3 Key gaps in implementing RBM practices

Different scholars have evaluated factors affecting implementation of results based management in the public sector. A study conducted by Nyamwanza and Mavhiki (2013), about factors affecting RBM adoption in Zimbabwe civil service indicated that RBM adoption was considered a controversial policy among the civil servants in Zimbabwe. The findings indicated further challenges of capacities, incentives and performance indicators were affecting implementation of the strategy in the public industries. Chilunjika (2016), carried out a study on the operationalization of RBM in the Ministry of Finance in Zimbabwe and the study focused on personal performance. The findings of the study indicated that RBM implementation faced a lot of challenges. Which included lack of RBM practices, capacities, policies among the civil servants. Minja (2016), carried out an assessment on the practices of results-based management in the public sector case study Kenya. Results indicated that there were challenges of capacities, systems, policies, politics and culture. The study indicated that majority of employees in the public sector were disempowered by management to implement RBM practices.

According to Hatry (2006), argues that although different scholars have done assessments on factors/challenges affecting implementation of RBM, every country, sector is unique. The purpose of this study is therefore to undertake an assessment of RBM practices in the public sector specifically National Malaria Control Program as a public agency so as to establish the challenges and capacities in executing the result based public sector functions/components.

1.4 Problem Statement

Governments throughout the world have implemented results based management strategy to bring reforms in their public sector ministries and improve effectiveness of programs. The Kenyan government adopted results based management strategy into public sector to have high quality of services delivered to the citizens. However, adoption of the strategy has been met by challenges. For example, there is no national policy on RBM for the government. Despite lack of national policy, national malaria control program has still adopted the strategy as a public agency to adopt principles of results based management approaches to achieve their strategic objectives.

According to the National Malaria Strategy (2009 – 2017), one of the key objectives was to strengthen both human and program capacities to manage the programme, improve planning, budgeting, implementation, monitoring, evaluation, strengthen coordination of partners both at national and county levels and improve the performance of NMCP in general. However, execution of the RBM practices at National Malaria Control Program has not been easy since it's still regarded as a new concept in public sector management (PSM). Bester (2012), argued that government ministries and departments in third world countries have problems in adopting results based management because of the existing public policies that are difficult to alter. Therefore, this study focused on the assessment of RBM practices in the public sector management, using National Malaria Control Programme as a case study.

1.5. Research questions

The study sought to answer the questions below:

1. How do managers perceive the extent to which core results attributes of public sector management are being implemented at NMCP?
2. How do managers perceive the extent to which NMCP focus on common results?
3. How do managers at NMCP perceive the extent to which there has been horizontal and vertical integration in the organization?

1.6 Objectives of the study

The ultimate objective of the study is to assess the extent to which results based management practices are executed at the National Malaria Control Programme.

Specific objectives

- 1 To assess the perceptions of senior managers on how core results attributes are being implemented at NMCP.
- 2 To assess extent to which practices focus on common results.
- 3 To explore the perceptions of RBM practices regarding both horizontal and vertical integration of results at NMCP.

1.7 Justification of the study

The primary goal of implementing results based management in the public sector is to promote operations in the public sector. The Kenyan government adopted RBM strategy to promote performance in the planning, budgeting, implementation, monitoring and evaluation of government ministries both national and county levels. The government introduced results based management strategy in public sector to make politicians to be responsible and people-sensitive in delivery of services to the citizens. Boyne (2003), argues that service delivery improves national development and is evidence for achievement of sustainable development goals.

Over the years NMCP has been implementing RBM strategy in executing the public sector management components which include planning, budgeting, implementation, monitoring and evaluation. However no comprehensive assessment of RBM practices has been undertaken in executing the PSM components to ascertain the gaps in challenges and capacities. The assessment undertaken by Minja (2016), did not cover RBM practices in sector specific gaps. It focused RBM practices as a country and did not cover PSM components. Therefore a comprehensive assessment of RBM practices is required at NMCP as a public agency. To determine if the program conforms to RBM international standards set in executing PSM components. Also establish the strong and weak components and address the gaps in challenges and capacities in their execution. The findings will be useful to existing body of knowledge on RBM. Recommendations further will help in strengthening NMCP as a public agency and same approach can be used in other public sectors and agencies to determine the strong and weak components.

1.8 Scope and limitation of the study

The study focused on an assessment of results based management practices in the public sector and used NMCP as a case study. In order, to understand how public sector results based component work and address the gaps in challenges and capacities in their execution.

Due to limitation of time, government structures, and funds, the study limited its focus on the NMCP at the National level. The study was an assessment of RBM practices at NMCP a deeper analysis will be needed to understand sector specific in the context of results based public sector management. The study highlighted the five key components of results based management in the public sector and how they work. Due to study design and nature of assessment undertaken, the findings of this study will not be generalized to present the status of RBM in a larger context.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter briefly analyzes the evolution of results based management, principles, components, challenges and empirical application.

2.2 Evolution of results based management in the public sector

RBM is grounded in the theory of change. RBM concept is not new in most countries across the world, rather its origin dates back in the 1950s introduced by Peter Drucker who introduced the concept as management by objectives (MBO) with its guiding principles. He argued that managers of organization should analyze the situation and act from the objectives rather than analyzing the situation from the budget point of view Drucker (1964). In the 1960s and 1970s, MBO was adopted in the private sector and later evolved into a logical framework to be used in the public sector. During these early years, RBM was regarded as the best tool for management and was mainstreamed in most organizations' operations. According to Meier (2003), RBM language is different from that used in management by objectives.

In the 1990s, it transformed to results based management and was adopted among the OECD countries to improve services in the public sector because of the economic constrains that were faced in many countries. Introduction of RBM was seen as a management strategy to improve performance management in organizations and institutions and results to be the central orientation.

The focus in the public sector management changed to accountability of outcomes which were measurable to improve efficiency and effectiveness and accountability of public projects.

At the beginning of the 2000s, the RBM perspectives were formed due to structural problems experienced in a number of countries. RBM increasingly became an important agenda of discussion and was highlighted in the 2005 Paris Declaration meeting held in Paris where one of the principles was managing for results. Third world countries had a mandate of owning and managing their own developmental results. The discussion further emphasized on the effective strategies of public reform among countries in the world because there was low level of ownership of projects in third world countries. During this time, RBM was increasingly introduced in development cooperation (OECD, 2002). According to Binnedjikt (2000), results based management improves management performance.

RBM was adopted by the UN to improve efficiency and accountability of programs across the globe. It provides a platform for public ministries to plan and implement projects. Also provide a guide for implementing RBM best practices.

It also provides support of national program planning and implementation efforts based on the best practices of RBM. All management systems for planning, monitoring and evaluation should be more results based (OECD, 2008). These developments demonstrate the reform agenda at UN agencies globally after adoption of RBM.

Due to the global push for effectiveness and accountability of results, the Kenyan government was forced to introduce results based management after the launch of the Economic Recovery Strategy in 2004 to address the economic challenges faced by the country. ERS emphasized reforms in public institutions to promote efficiency and effectiveness of delivery of public services. It has helped the country to improve service delivery, performance and governance in achieving operational effectiveness (GOK-ERS, 2005). Since then numerous measures have been undertaken by the government to change the public perception and improve transparency in public institutions. For example, promulgation of the new constitution, the vision 2030 are meant to reform the public sector.

RBM was institutionalized in the government ministries and the purpose was to change the public mind-set about services. Each ministry/department within the public service was required to design performance strategies, activities which were in line with the ERS targets and each member of staff had a role in working towards the achievement of the said objectives involved in service delivery process.

The government of Kenya picked one key element from RBM which is performance management and introduced performance contracts in the public sector. These were government agreements freely negotiated between government and state agency (Greiling, 2005). These brought reforms in the public service from the traditional way of doing things to the modern management with transparency, accountability, effectiveness being promoted. Results were the central orientation. The ministers in charge for example could

be accountable of the funds allocated to them before the parliamentary oversight authorities and citizens.

2.3 Principles for implementing RBM in public sector organizations

Results based management has six main principles which govern strategy and they include:

2.3.1 Accountability

Accountability applies when there are shared objectives and each of the leaders of the organization becomes accountable to the change or outcome. When partnership is involved, it promotes collective decision making as well. Accountability promotes shared performance expectations (Amjad, 2008). Shared management leads to shared accountability of organizational objectives. The number of stakeholders involved in the planning and implementation of an objective influence impact policy on the same. RBM is participatory in nature, therefore, collective decision making is important as it helps define the responsibilities and tasks of each person.

2.3.2 Partnership

RBM being a participatory approach, all stakeholders are required to participate in the design, planning, implementation of a program or in an organization. Clear definition of results embrace ownership and efficiency among partners. Meier (2003), argues that strong partnership among implementing partners of a program promote sustainability. Participants of a program all become accountable of the results achieved.

2.3.3 Organizational learning

RBM promotes and integrates learning in a cycle. This means action learning whereby stakeholders involved in the design and implementation of a program help them discover the weaknesses and strengthen relevant capacities required to improve the programs and help in achieving better results. Beneficiaries and partners involved in the program get empowered through their participation and their roles are clearly stipulated. Organizational learning helps organizations learn from its experiences (Bester, 2012). This enables them to be more responsible in bringing out the change expected. Organizational learning helps participants challenge performance decision makers because learning is inclusive and continuous. It includes individual, institutional and development learning and gives a direction that is visible. These learning promote greater efficiency and effectiveness of running an organization and programs both in private and public sector.

2.3.4 Transparency

RBM promotes clarity of the roles and responsibilities of the stakeholders who participate in a program. It also clearly indicates how the implementation of a program is to be done to achieve the goal of an organization. Performance information is provided in the progress made and the proposed adjustments. Lessons learnt are also provided. Lack of transparency weakens the implementation of results based management approach (Meier, 2003). Use of indicators will help in giving a clear image and direction on what the project is doing and where it is going.

2.3.5 Flexibility

RBM is participatory in nature and it is applied in an iterative broad range of circumstances. It adapts itself to different contexts and different types of programs without complexity. It's even possible to introduce RBM into projects that are already running. Results based implementation requires sufficient flexibility (Ortiz et al, 2003).

2.3.6 Simplicity

RBM promotes simplicity by having a clearly defined strategy that is easy to understand and to put into practice in a program or organization. It has clearly defined objectives and activities to be achieved in a specified timeline. It provides simple tools to help in the project plan, implementation and management of the results. Donor agencies, civil societies and governments around the world apply the RBM approach to satisfy their organizational needs. Simplicity promotes effective implementation of result-based management (Meier, 2003).

2.4 Components of Results Based Management

Results based management strategy has three components which include:

2.4.1 Capacities

This is a very important component in results based management. An empowered work force with RBM skills understands how to use and analyze results based systems. Staff members of an organization or project without RBM skills will not implement the approach. Educated workforce promote achievement of the goals of an

organization/project. According to Mayne (2007), lack of RBM information has led to collapse of most organizations. Skilled workforce promotes organizational learning and formulation of policies.

2.4.2 Incentives

Provision of incentives promotes results-based management. Managers and workers should be motivated by the management through provision of incentives in order to achieve set goals of an organization. The culture of public sector leads to collapse of programs because staff and managers implementing an objective are not motivated. They are not awarded for their good work. Lack of incentives leads to discouragement of staff and leads to poor performance of programs (Swiss, 2005).

2.4.3 System specific information

Managers in organizations should have information on the direction of the system and how well it is doing. The system should have strategic goal and objectives. This helps workers to understand the results to be achieved. Many organizations have strategic plans with objectives and goals to be achieved. This helps the staff and managers of an organization to have a clear picture of the system information and its direction.

2.4.4 Challenges in implementing Results Based management in public sector

There has been substantial appreciation on the use of RBM in programs in general, however, there are challenges facing the implementation of results based management. The

challenges are both organizational and behavioral in nature (World Bank, 2011). These challenges hinder the implementation of results based management in public organizations.

The problem of importing models of RBM: most public programs collapse because of the importation of models which are not applicable to their management. Col et al (2006), argued that each country has its own history and is unique with its own political ideologies. Some organizations adopt and implement RBM models which end up collapsing the programs. It is important for countries to import RBM strategies which are in line with their national objectives of different ministries. The lack of incentives: this is a very important motivator in implementation of results based management. For example, financial incentives reward employees who perform well in an organization. Non monetary and monetary incentives can be provided to both organizations and individuals (Ortiz et al, 2004). Provision of incentives promotes performance. In public organizations, there is lack of incentives due to corruption when it comes to financial incentives.

Culture: there is a problem of creating supportive culture in public organizations. Effective implementation of results based management depends on culture of an organization. In the public sector reforms encounter resistance because of political influence due to change of regimes. According to Armstrong (2009), resistance to change by managers and staff is due to their traditional way of doing things which hinders implementation of strategic plans of most public programs. There is a problem of getting buy-in to use RBM system. Due to lack of enough resources, mostly in developing countries, implementation takes time to plan, develop indicators and manage the system. Public organizations do not have

sufficient institutional capacities to implement RBM due to poor economic frameworks (Ortiz et al, 2004). This becomes a great challenge when implementing RBM in programs.

Measurement of results is difficult in public organizations and many organizations struggle to measure. It is impossible to measure everything in health and education sectors (Curristine et al, 2006). This is because of lack of sufficient skills to measure and evaluate the change of the outcome. Attention is also given to what is measured and not on what is reported. For example focus on the time a service takes makes staff of an organization to focus on speed instead of quality (World Bank, 2011).

Lack of resources. Most developing country's public sector lack enough funds to implement results based management. (Muir, 2010). This has led to having very few trained personnel on results based management capacities and this has negative implications on programs. According to Perrin (2002), poor quality of data in public organizations leads to poor decisions due to use of such data. There is a necessity of training RBM personnel to have an impact on the quality of data used in RBM systems to help in decision making.

2.5 Results Based Management Life Cycle Approach

From 1990s, the public sector globally has undergone reforms which focused on improving performance. There is literature that provides evidence on the utilization of RBM strategy in the public sector management.

The United Nations and its agencies across the world adopted the results based management to its programs to improve accountability and effectiveness in terms of achieving the expected results of its programs and for greater harmonization. Results based management is a lifecycle and results are the central orientation in the planning, implementation, monitoring and evaluation, reporting and decision making (UNDP, 2009).

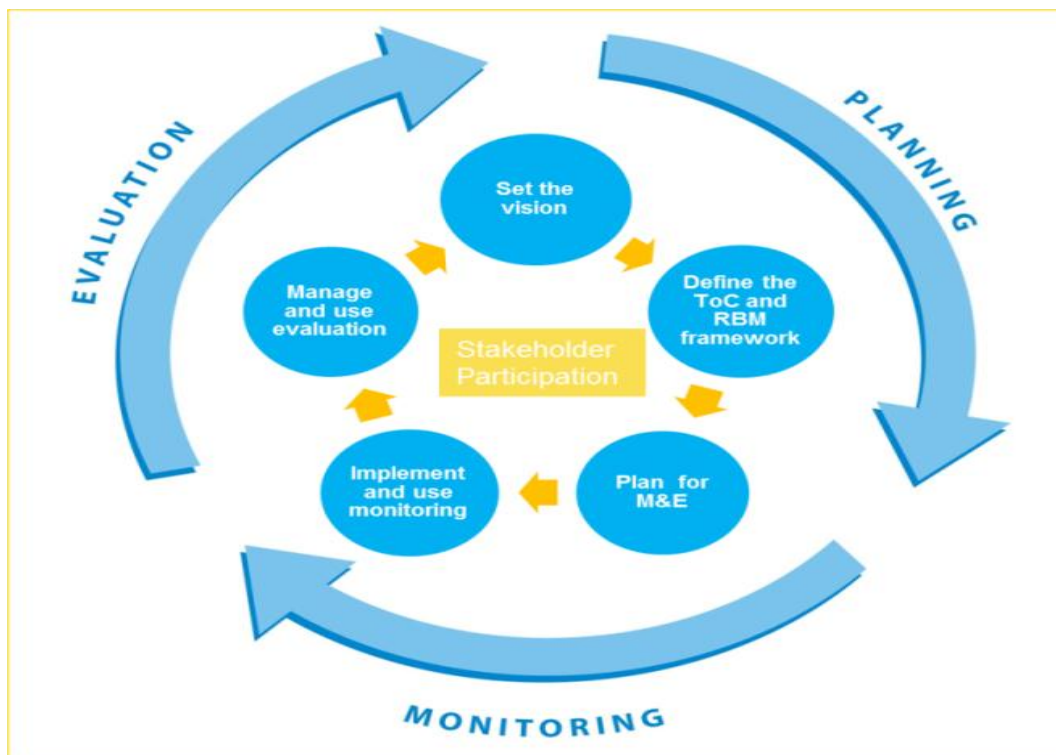


Figure 2.1: RBM Life Cycle Approach. Source: (UNDP, 2009)

The approach explains that once the results have been determined by a program or institution, planning is done by setting the vision then implementation starts followed by monitoring and evaluation of results is done to ensure the results achieved are measurable to provide insights in decision making and draw lessons. Use of RBM life cycle defines different types of results which include inputs, outputs, outcome and impact explanation on how they have been achieved.

These results provide a framework for strategic planning of programs and organizations that use results based management. Outcomes have developmental impact whereby all the stakeholders involved influence change.

2.6 Empirical Evidence of Assessment of Results Based Management

Assessments of RBM have been carried out in various institutions both in private and public sectors. There is diverse literature that supports utilization of RBM in programme management at national, sectorial and subnational levels. A study experience on the application of the strategy in the development cooperation agencies in the development assistance committee and Organization for Economic Co-operation and Development members (OECD), revealed that the main aim of results based management systems in any organization or Programme, is generation and use of performance information for accountability and reporting (OECD, 2013).

Empirical researchers have discussed widely factors affecting implementation of RBM globally (Bester, 20012; Mayne, 2007; Perrin, 2002). World Bank (2011) and UNDP (2002), reports explain country specific evaluations on implementation of RBM strategy. Literature addresses the gaps in implementing RBM and stress the need for countries to come up with policies to address the same. This is to improve policy formulation.

According to Nyamwanza and Mavhiki (2013), did a study in Zimbabwe about implementation of RBM in the civil service. They evaluated factors affecting RBM adoption in public ministries. This was because the country adopted the strategy in 2004 to improve performance in the public sector. Yet there were issues of embezzlement of funds, corruption among other factors that were affecting the performance of the government institutions. Thus failing to meet the demands of the citizens. Their findings indicated that RBM in the public sector was considered controversial policy of adoption since its introduction. Their findings further indicated that challenges of funds, incentives, capacities, and performance indicators were affecting implementation of RBM in public ministries.

Chilunjika, (2016) carried out an assessment about the operationalization of RBM in the Ministry of Finance in Zimbabwe. RBM has different components which relate to personnel performance, budgeting, e-government, monitoring and evaluation. The study focused on personnel performance systems. Findings of the study indicated that adoption of RBM in the public sector faced a lot of challenges which included lack of implementation of RBM practices among public sector servants. Recommendations from the findings were that existence of RBM policies were insufficient; commitment of all public servants towards achieving results was lacking. The study further recommended the need to have capacities both human and system in order to implement RBM strategy in the public sector.

Minja, (2016) carried an assessment on the practice of results - based management in the public sector, a case of Kenya. The research adopted an exploratory-survey design. Results revealed that leaders in public service adopted directive style of management. Results also found that majority of the employees are disempowered by management and to say the least, they are mentally disengaged from the organization. The survey identified ten most common practices seen to be inhibiting the practice of result based management which included organizational culture, management paralysis, accountability practice, leader's insatiable desire to take all credit, failure to confront underperforming members of the management team, organizational politics, boss barrier syndrome, indecisiveness and fear of failure by managers, resistance to change and organizational structures and systems and developmental level of employees. Further, results revealed that the strategies for promoting result based management included leadership development for the top management, valuing employees, creation of cultural capital, removing empowerment barriers, promoting accountability, developing high performance teams and participative management.

Rapid assessments on results-based in public sector management has been carried out in various countries like Korea, Cambodia, Indonesia, Sri Lanka, Philippines and Malaysia. The assessments done were to determine the opportunities and strengths for country specific in reforming public sector management systems (PSM). These six countries were chosen because they had different experiences in the present ongoing reforms in the public service management. Their development and economic levels were also different. The Asia-Pacific Community of Practice (APCoP, 2011) on Managing for Development

Results (APCop-MFDR) secretariat spearheaded the drafting of cases for each country. The process included focus group discussions and collaboration of different governments and academic experts. During the meetings, the results-based public sector management: a rapid assessment guide by (Asian Development Bank, 2012) was used during the assessments.

In Cambodia public sector management, reforms are taking place slowly because they are in their early stages of development. Their planning of the public sector portray strong RBM practice of being results oriented. There is a focus of result through the management of budget for the public. Therefore, there is a linkage of plan-budget exhibiting result oriented public sector features where funds are managed in a more efficient way and made possible through planning. Implementation of public programs is made possible through strengthened public financial management. However, their components of PSM like monitoring and evaluation are weak because of lack of capacities to give feedback. Hence the ongoing budget reforms is considered an entry point to a more results-oriented PSM in Cambodia's Ministry of Planning, Royal of Cambodia (APCoP, 2011).

Indonesia's performance based budgeting was an entry point towards results based PSM. The budget underwent transformation from being input based to defined outputs. The budget was centralized and it catered for all the ministries at the central and the line agencies. Aligned planned targets were centralized. This has helped the country to make great achievements in the public sector through the availability of results oriented budget process which was centralized. This led to central government level to have policies and

people involved in executing the budget in order to deliver results expected. Despite the existence of policies, implementation of performance budget in subnational governments was impossible. This was because of insufficient capacities among the employees leading to poor service delivery at subnational levels. There was also a challenge of weak monitoring to provide data for evaluation. Components focusing on common goals to mainstream RBM in public service at subnational levels in Indonesia face a lot of challenges (APCoP, 2011).

In Korean public sector, both national and subnational levels exhibit interdependence of PSM components. This was a strong indication of the public sector being results-based. Their planning was centralized during the era of high economic growth. Single ministries in the public sector manage components of budgeting and planning. The highly performing components of the government are evaluation, implementation and monitoring. However, the public sector faces challenges of evaluation among public programs in the national civil service. This was because senior managers concentrated more in learning rather than specialization of the changes in implementing the practices of RBM. This has led to redundant in the practice among the seniors of the government (APCoP, 2011).

Malaysia public sector has undergone reforms to exhibit results based public sector management. The budgeting and planning processes are the PSM components which perform highly. Monitoring is used to track indicators of the planned budget targets. Results oriented attributes are portrayed in the PSM components but the component of Implementation and evaluation perform poorly. Outcome-based Malaysia Plan (2011–

2015), was introduced to provide implementation policies of RBM in the public sector.

The Philippine's public sector has a strong linkage of planning with other components of PSM like the budget. There is medium-term framework budget with monitoring indicators. They help in measuring the performance of public programs in ministries and line agencies. National-subnational linkages exist and they are results oriented. However, there is a challenge of implementation standards of public services. Decentralization of public programs make the subnational mismanage the programs. There is adequate monitoring systems while evaluation is weak thus delaying the feedback mechanisms in the public sector (APCoP, 2011).

Sri Lanka used a whole government approach as an entry point of results based public sector management. The approach was the whole public sector levels from national to sector, institutional and program levels exhibiting result based features. There is a strong policy of prioritizing results as core practice for public sector management. This has led to strong links between planning and budgeting through the existence of medium term expenditure frameworks. There is a challenge of weak linkages with other components thus affecting the development cycle of PSM components (APCoP, 2011).

2.7 Summary of literature review

Literature reviewed in this study is from United Nations where results based management was largely used in development programs among the UN agencies. From the literature, it is evident that results based management is a management strategy in a life cycle which helps institutions, program managers to have well planned results in a logic manner right

from the planning, implementation, monitoring and reporting. This lifecycle approach help the public institutions to deliver their service in a more efficient way through strategic planning which incorporates all the principles, practices and components of results based management. Moreover, the framework provided by the (Asian Development Bank, 2012) adds budgeting to the cycle. This will help the public sector Ministries to promote accountability in terms of use of resources and effectiveness in achieving the set objectives.

2.8 Conceptual framework

This study adopted the conceptual framework of Asian Pacific Community Practice framework APCop (2011). It conceptualized the PSM components namely planning, budgeting, implementation, monitoring and Evaluation into seven levels. This framework was used as a guide to assess how National Malaria Control Program exhibit public sector results features. Different countries have used the framework to assess the performance of the PSM components in different public sectors. This has helped the different governments to determine the challenges and strengths of the components. These components are interdependent and they are not implemented in stages rather they work in a cycle. This helps the government executing the same determine the weak and strong components and address the challenges. Assessment of the framework is used to analyzed a results focused PSM against predetermined results features. It's based on a logic that is if public sector management does not focus on results then achievement of developmental goals is compromised. The framework can be used to assess the results achievement levels and also address challenges and strengths of a country PSM on its performance. It can also be used to identify risks. Based on the uniqueness of each country globally, the framework does

not apply results from one country to others. Every country has its strategies to achieve results of one or five of the PSM components. When using the framework, it assesses each country based on the benchmarks of results achievement.

2.9 Operational framework

The study operationalized the five PSM components into seven levels in exhibiting public sector features when executed. The framework begins with the five management components which include planning, budgeting, implementation, monitoring and evaluation. These are referred to as components of management when executed in the context of a country. The components can be applied in subnational, sectorial, and institutional levels of a country. The framework also recognizes an enabling environment that is interdependence, horizontal and vertical integration. These helps the institution executing the five components to be results oriented. Interdependence helps the components to have a strong coordination that is, the results planned should be the same budgeted, implemented, monitored and evaluated. While horizontal and vertical integration is about strengthening components by linking them with different levels of government ministries from national to subnational levels (APCOP, 2011).

The individual assessment tool shown in (appendix 1) was used to generate the total score and the average score for each summary Table 2.1.

Each component was broken down into several variables. Each variable had a series of questions in which individuals provide their response. The average score for each variable was associated with the questions from the component.

To calculate a score for each variable, text scores were converted to numerical values using a coding scale. That is: SD = strongly disagree D = disagree N = neutral A= Agree SA = Strongly agree respectively.

Table 2.1: Operational framework for the Five PSM components

(See the appendix 1 for detailed questionnaire)

A	PLANNING	SD	D	N	A	SA
1	Extent of results linkages from national down to operational levels?					
2	Extent of defining SMART indicators at each level of results?					
3	Degree of aligning budgets?					
B	BUDGETING					
1	Extent of budget support?					
2	Extent of budget prioritization of resources?					
3	Extent of medium-term horizon budget linkages?					
4	Degree of dissemination methodologies of budget?					
C	IMPLEMENTATION					
1	Degree of budget deliverables alignments?					
2	Role of process and policies to achieve results?					
3	Role of incentives to motivate people to achieve results?					
4	Extent of service delivery standards?					

D	MONITORING					
1	Extent of monitoring indicators regularly?					
2	Degree of mainstreaming monitoring into ministries and agencies?					
3	Degree of specifying data dissemination methodologies?					
4	To what degree does monitoring information applied in policy improvement?					
E	EVALUATION					
1	Degree of evaluation methodology to use indicators and monitoring information?					
2	To what extent are organizations accept independent evaluation?					
3	Degree of stakeholder and dissemination methodologies formulated?					
F	INTERDEPENDENCY					
	a) Planning–Budgeting					
1	Extent of planning set priorities for the budget?					
2	Extent of budget alignment?					
	b) Budgeting–Implementation					
3	Extent of budget defining outputs for services?					
4	To what degree are services delivered as budgeted?					
	c) Implementation–Monitoring					
5	Degree of indicators measuring results?					

6	Extent of monitoring systems in improving delivery of services?					
	d) Monitoring–Evaluation					
7	Degree of provision of data from evaluation?					
8	Extent of evaluation assessing monitored results?					
	e) Evaluation–Planning					
9	Extent of evaluations informing success plans?					
10	Extent of planned results use evaluation information?					
G	HORIZONTAL AND VERTICAL INTEGRATION					
	a) Horizontal					
1	Extent of translation of national development goals to agency?					
2	Extent of organizational role to coordinate line ministries in achieving set results?					
	b) Vertical					
3	Extent of cascading developmental goals to all government levels?					
4	Definition of organizational and governmental levels contributing to achieve set goals?					

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter explains the methods and procedures used to collect the data. It includes research design, sampling procedures, sources of data, data collection methods, and data analysis.

3.2 Research design

The study employed a case study design which allowed use of multiple data collection methods Creswell (2014). National Malaria control program was a case study under the Ministry of health. The design allowed use of mixed methods in order to validate evidence on how RBM functions. National malaria control program is a unit in this case representing many systems in a similar setting.

3.3 Sampling procedures

The study employed purposive sampling method. Selection was done according to the researcher's judgment Creswell, (2014). The study expected a target population of 25 but only 19 respondents were purposively sampled who were involved in the planning, implementation, budgeting, monitoring and evaluation of the strategic plan of the Malaria program and views from stakeholders outside NMCP.

3.4 Sources of data

The study used both primary and secondary data. Primary data was collected via Key informant interviews from program staff of national malaria control program and other stakeholders outside the institution. This included program implementing officers, M&E officers, Planning officers, Technical Advisors, research officers and heads of different units and stakeholders outside NMCP. Secondary data was collected via desk reviews.

3.5 Data collection methods

The assessment employed mixed methods of data collection to validate results. The data from individual interviews was collected by questions formulated from the APCop (2011), framework. While the desk reviews was done using desk review guide. Application of mixed methods reduce bias (Denzin, 2005).

3.6 Reliability of Likert scale data – Internal Consistency Check

Analysis of data was both Qualitative and quantitative to validate the results of the study. This study used Cronbach's alpha method of analysis to determine the validity of the items in the questionnaire. According to Carmines & Zeller (1979), argues that researchers should focus higher Alphas more than of 0.70. Analysis generates the Cronbach's alpha coefficient where scores of over 0.7 indicates high internal consistency thus leading to good coding. The mean of the elements of the variables are used to explain the results. The interpretation of Cronbach's Alpha is shown below Table 3.1.

Table 3.1: Interpretation of Cronbach's Alpha

Value of alpha and KR-20	Interpretation
$\geq .9$	Excellent
$\geq .8$	Good
$\geq .7$	Acceptable
$\geq .6$	Questionable
$\geq .5$	Poor
$\leq .5$	Unacceptable

Carmines & Zeller, (1979)

Use to Cronbach's Alpha measures the internal consistent and latent variables of a five Likert Scale of a survey conducted. It measures unobservable variables like manager's perceptions which are hard to measure in real life. In this study the variable of interest was measured at NMCP to ascertain the extent to which managers at NMCP perceived perceptions on the focus of common results, core results attributes and horizontal and vertical integration. In this study the alpha for the total 32 items (see appendix 4) was (.976). Meaning the perceptions were excellent and were internally consistent.

CHAPTER FOUR

STATUS OF RBM AT NATIONAL MALARIA CONTROL PROGRAMME

4.1 Introduction

This chapter presents study results which are in line with the objectives of the study. The chapter focused on the results and findings from the study on each of the five components of Results Based Management (RBM) in the public sector. This is presented further in the element of the main component. The chapter explains the level of RBM in NMPC as per the findings. Findings from both document review using checklist and interview with the program staff were all synthesized to give an overall picture of RBM at the National Malaria Control Programme Kenya.

4.2 Distribution of respondents

For the interviews the study had targeted to get information from 25 staff as key informants; however the researcher managed to reach 19 respondents. The deficit was due to work related assignments outside the scope of the study. Table 4.1 summarizes the number of respondents who participated in the interview.

Table 4.1: Distribution of respondents

Distribution of Respondents	
Job Position	Number
Programme Officer	6
Planning Officer	2
Procurement Officer	1
M&E Officer	4
Senior Malaria Technical Advisor	2
Malaria Technical Advisor	4
Total	19

Source researcher, 2018

4.3 Reliability Analysis

Reliability testing was employed by the study to measure internal consistency of the Likert type of scales used in a questionnaire to establish its reliability. In this case (.976) was Cronbach's alpha for the study. It indicated that the questionnaire was excellent in terms of validity and it can be used in practice currently and for future analysis. The total number of items in the questionnaire were 32 testing 7 Variables in a 5 point Likert scale. According to Cronbach's alpha, the validity varies between Zero and One (0-1). These means that the closer the alpha to one (1) the higher the internal consistency of the questionnaire. Below is the results of the analysis of the study in Table 4.2.

Table 4.2: Reliability Analysis

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.976	.976	32

Source: Output from Authors Analysis

Below are the findings of each component presented in a table and graph discussion of each public sector components together with their elements and their implementation at National Malaria Control program as a public sector agency

4.4 Implementation of core results attributes

This section presents assessment of results from the five components of public sector management and they include planning, budgeting, implementation, monitoring and evaluation.

The assessment sought to determine if the components exhibit results features when implemented at National Malaria control program. The study results for each of them is from the analysis of different sources as is discussed below.

4.4.1 Planning as a core results attribute

This section presents planning as a core attribute and component of results based management at NMCP. This component is made of three elements which include results linkages, SMART indicators and budget alignment. The study sought to establish if planning was results focused in its implementation at national malaria control program. From the assessment done it was established that planning was implemented at national malaria control program as a public sector agency and was made possible through the element of alignment of planned targets to available budget at NMCP. It scored the highest mean of 4.53. The participants who participated in this element indicated that the planning of targets was informed by NMCP policy documents and vision 2030. Out of the total respondents only 2 disagreed with the statement on linkages while majority either agreed or strongly disagreed. In the degree to which budget was aligned, all the respondents agreed meaning affirmative. The results are shown in Table 4.3. Information from some of the key informants was:

“Planning is informed by priorities set in the strategic plan and current information from M&E and budgetary allocation”. (Planning officer NMCP)

“All stakeholders are normally included in the planning process and review of the previous indicators in the plan is done before the new plan. So the new plan is based on recommendations (indicators) of the review of the plan”. (Program officer at NMCP)

“The program lacks staff with adequate competence in planning. Some program plans are developed in a format which reflects activities to be under taken by counties which is not correct” (Senior Malaria Technical Advisor. Ministry of health).

Table 4.3: Distribution of responses on planning as a core attribute (n= 19)

Planning	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Results linkages	1(5.3%)	1(5.3%)	0	9(47.4%)	8(42.1%)	4.16	1.068
Definition of SMART indicators	0	0	3(15.8%)	8(42.1%)	8(42.1%)	4.26	.733
Degree of budget alignment	0	0	0	9(47.4%)	10(52.6%)	4.53	.513

Thus planning as a core attribute of public sector management is being implemented at national malaria control program and is made possible through the element of available budget alignment to planned targets of the program. These results were similar to that of the Cambodia public sector management assessment of the public sector. Although they used a different method of analyzing their data the results were the same. Resources were available for implementation priorities stated in the plan. The starting point was based on the performance of the past and world trends of the economy. Cambodia’s major challenge was integrating plans to budget process so as to provide platform for implementation and delivery of objectives planned. However there were weak links of national plans and budget. While in Korean public sector management public servants were motivated because of the strong links of planning and budget APCoP (2011).

4.4.2 Budgeting as a Core Results Attribute

This section presents budgeting as a core component of results based management in NMCP. The study sought to establish if budget process was results focused in its implementation at national malaria control program. The study indicated that the budget process was implemented from national level to all county levels. The budgeting process had four elements which include budget support, budget prioritization, budget target and dissemination methodologies. Based on the analysis of the means of the elements budget targets to link medium term horizon scored the highest mean of 4.74. As shown in Table 4.4 below. Some key informants gave the following information:

“Budgeting is informed by funds available and efficiency gains. (Planning officer NMCP)

“Activity based budget is implemented during the budgeting process”. (M&E officer NMCP).

“Reliance on external support in budgeting allocations brings in inconsistency issues making the programme not discharge its role of implementing activities in counties due to logistical challenges. (Senior Technical Advisor M&E Ministry of Health)

‘Only 1-2 staff understand budgeting elements. Budgeting is based on assumptions funds will be available and the program seeks services of other partners to assist e.g. during development of global fund budget for proposed activities’. (Senior Malaria Technical Advisor. NMCP).

Table 4.4: Distribution of responses on budgeting as a core attribute (n= 19)

Budgeting	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Budget Support	0	1(5.3%)	4(21.1%)	5(26.3%)	9(47.4%)	4.16	.958
Budget prioritization	1(5.3%)	0	3(15.8%)	6(31.6%)	9(47.4%)	4.16	1.068
Budget to targets	0	1(5.3%)	0	2(10.5%)	16(84.2%)	4.74	.733
Dissemination methodologies	1(5.3%)	0	1(5.3%)	11(57.9%)	6(31.6%)	4.11	.937

Elements of budget support and budget prioritization, majority of the participants agreed or strongly disagreed that the budget was supporting outputs of the NMCP. While element of target only one participant disagreed while majority were positive.

Its evident budget as a core attribute of public sector management is being implemented at NMCP through the element of budget target alignment to medium-term horizon as the best elements followed by the other elements of the variable. In Malaysia, allocation of funds in the public sector was based on accountability and efficient program management. Bottom-up approach was applied in the budget process and ministries were expected to prepare a 2-year budget instead of 5-year APCoP (2011). This was a similar situation to the budgeting component of a public management RBM for NMCP.

4.4.3. Implementation as a core results attribute

This section presents implementation as a core component of results based management at NMCP. The study sought to establish if implementation process was results focused at national malaria control program. The component has four elements namely aligned budget deliverables with mean of 4.53, processes and policies with mean of 4.26, incentives with

mean of 3.68, and service delivery with mean of 4.16. Of the elements organizational budget deliverables had the highest mean value of 4.53 this means that the respondents were satisfied the way NMCP aligned budget deliverables to priorities of the strategic plan. As shown in Table 4.5 below. Key informants interview gave the following views:

“Long consultative process between national and county governments on implementation of activities sometimes causes delays”. (Program officer NMCP).

“Implementation of planned activity is carried out at the subnational levels and mostly partners are required to adhere to the strategic plan during the process”. (M&E officer NMCP).

Seniors are always awarded and recognized as higher performers”. (M&E officer NMCP).

“Is guided by work plans and budgets with consideration of contextual factors in the region of implementation”. (Planning officer NMCP).

Table 4.5: Distribution of Responses on Implementation as a Core Attribute (n= 19)

Implementation	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
budget deliverables	0	1(5.3%)	1(5.3%)	4 (21.1%)	13(68.4%)	4.53	.841
Processes and policies	0	1(.5.3%)	0	11(57.9%)	7(36.8%)	4.26	.733
Incentives to motivate	0	1(5.3%)	7(36.8%)	8(42.1%)	3(15.8%)	3.68	.820
Service delivery standards.	0	1(5.3%)	3(15.8%)	7(6.8%)	8(42.1%)	4.16	.898

Element of process and policies only one participant disagreed. While majority either agreed or strongly agreed with the statement of processes and policies being results focused. The element of service delivery standards one participant disagreed, three were neutral with the statement while majority agreed or strongly agreed with the statement.

The element of budget deliverables only one was disagreed, one was neutral while majority out of the total participants agree or strongly agreed with the budget deliverables thus making it the leading element. The element of incentives one disagreed, seven were neutral while eleven agreed or strongly agreed with the statement.

Therefore, implementation as a core attribute of public sector management was being implemented at national malaria control program and was made possible by the organizational priorities being responsible to align budget deliverables, with the existing policies and processes, based on service delivery standards and incentives. Despite implementation being good, devolution of roles at county levels to oversee the program activities caused delays because of lack of appropriated capacities. Among the elements of implementation incentives scored the lowest mean of 3.68. This was because respondents who participated indicated despite budget delivery being good senior managers were recognized and awarded thus affecting the implementation process.

Similar results were found in Malaysia public sector where development programs were implemented by line ministries and agencies against the predetermined planned targets. However there was a challenge of linking performance output and inputs. This was because progress of developmental programs was measured using expenditure used to generate

inputs. This led to wastage of resources due to justification of higher performance. Later a comprehensive results framework was developed to guide implementation of activities of programs. Clarity of linkages was established to help in accountability of resources and performance of individuals. (APCoP, 2011).

4.4.4. Monitoring as core results attribute

This section presents monitoring as a core component of PSM at NMCP. The study sought to establish if monitoring was results focused at national malaria control program. Monitoring as a core attribute at NMCP had four elements with means which include monitoring indicators with mean of (4.42), organizational responsibilities mean of (4.37), monitoring integration mean of (4.42) use of Monitoring Information mean of (4.58). See Table 4.6 below.

Among the elements use of monitoring information to improve the program and policy scored the highest mean (4.58). According to respondents who participated in the survey their perceptions indicated that monitoring was guided by Kenya malaria monitoring and evaluation plan (2009–2018), which provided fundamental strategies for malaria case management and prevention. Key informants views were;

Monitoring is continually done and implementation adjustment is done based on the monthly report. (Program officer NMCP)

“Done based on the M&E plan, periodically as guided by the plan”. (M&E officer NMCP)

“Challenge of limited resource allocation at national and county levels impairs monitoring of activities”. (Program officer NMCP).

Table 4.6: Distribution of responses on Monitoring as a core attribute (n= 19)

Scale	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD
Monitoring indicators	0	1(5.3%)	1(5.3%)	6(31.6%)	11(57.9%)	4.42	.838
Organizational responsibilities	0	1(=5.3%)	1(=5.3%)	7(36.8%)	10(52.6%)	4.37	.831
Monitoring Integration	1(5.3%)	0	1(5.3%)	5(6.3%)	12(63.2%)	4.42	1.017
Use of monitoring information	0	1(5.3%)	2(10.5%)	1(5.3%)	15(78.9%)	4.58	.902

Element of Organizational responsibilities one participant disagreed while one was neutral.

(17) Participants agreed or strongly agreed to the statement thus supporting this element.

The element of Monitoring indicators one participant disagreed, one neutral while (17) participants agreed or strongly agreed with the statement. The respondents who participated in the survey indicated that indicators were regularly monitored and information was analyzed based on the activity being implemented in counties. For example distribution of mosquito nets in endemic counties was one of the activities undertaken therefore data was analyzed on that activity and dissemination of monitoring information was done to update the objectives of the strategic plan and malaria monitoring plan.

Some other respondent's views were that monitoring of activities had a strong implication on policies that support maternal and child survival and reduce malaria mortality among the vulnerable groups. Element of organizational responsibilities in integrating monitoring into ministerial agencies scored the lowest mean of 4.37. The respondents were satisfied with the relative score. However some respondents who participated on this survey indicated that there was insufficient monitoring capacity to monitor activities and instead they relied on services from partners and other organizations. This is because the monitoring was more of medical that project basis.

Hence monitoring as a core attribute of public sector management was implemented at national malaria control program and was made possible through the element of use of monitoring information to improve the program and was made possible by indicators which provided information for analysis and organization had a role to integrate the same to ministries and Counties. The existence of monitoring plan in a results matrix helped the program make progress in achieving sustainable development goals. Similar results were found in Philippines public sector management where monitoring systems used results matrix so as to achieve measurable outcomes and outputs with set indicators and targets to be achieved. This led to excess information from the monitoring systems. The monitoring information collected was used in programs funded by donors and was reviewed annually (APCoP, 2011).

4.4.5. Evaluation as core results attribute

This section presents evaluation as a core component of results based management in NMCP. The study sought to establish if evaluation was results focused in national malaria control program. Evaluation as a core attribute of national malaria program has three elements namely evaluation methodology indicators mean (4.42), independent evaluation mean (4.37) and stakeholder engagement mean (4.42). Elements which scored the highest means were evaluation indicators and stakeholder engagement which scored the same mean of (4.42). Respondents were satisfied with the coordination. Results are shown in Table 4.7 below.

Views of other key informants were;

“Evaluation depends on external or donor support which sometimes is not forthcoming”.

(M&E officer NMCP).

“Evaluation is done after 6months, 3years and 5years, basis and adjustments are done based on the result”. (M&E officer NMCP).

“No capacity to undertake evaluation activities but relies on partners and organizations. However the coordination by the program is usually good”. (Senior Technical Malaria Advisor NMCP).

Table 4.7: Distribution of Responses on Evaluation as a Core Attribute (n= 19)

Evaluation	Strongly disagree	disagree	Neutral	Agree	Strongly Agree	Mean	SD
Evaluation methodology indicators	0	2(10.5%)	0	5(26.3%)	12(63.2%)	4.42	.961
Independent Evaluation	0	1(5.3%)	2(10.5%)	5(6.3%)	11(57.9%)	4.37	.895
Engagement of stakeholder	0	0	3(15.8%)	5(26.3%)	11(57.9%)	4.42	.769

The element of evaluation methodology indicators two participants disagreed while (17) participants who were the majority supported the statement. Independence evaluation one participant disagreed, two were neutral while (16) participants agreed or strongly agreed about the statement. Engagement of stakeholders three respondents were neutral while (16) agreed or strongly agreed with the statement.

Therefore, evaluation was a core attribute of public sector management and was implemented at national malaria control program by engaging relevant stakeholders, in planning methodologies of indicators to enable organizational independent evaluation. Similar results were found in the public sector of Philippines where evaluation of projects and programs was undertaken after completion to assess outcomes and impact achievements. Despite the many evaluations, there was delay in feedback. This was because of poor feedback mechanisms. This led to the new findings and recommendations not to be adopted and utilized fully (APCoP, 2011).

4.5 Focus on Common Results in Programs at NMCP

The study sought to determine if the components are aligned to focus on common results as one of the objective of this study. For the components to be results oriented, they must work in an environment which promotes interdependence. That is if the components exhibit common results features which include outputs, impact when implemented at NMCP. From the analysis coordination existed among the components. That is the results for the malaria program were the same being planned, budgeted, implemented, monitored and evaluated. Various elements were interrelated and have already been discussed under the objective of core results attributes. Some of the elements of this variable include, planning, budgeting, implementation, monitoring, evaluation and how they are interrelated. The highest mean among the elements is 4.47 which is represented by use of evaluation information. Results are in Table 4.8 below. Discussions from some of the key informants were;

“Interdependence exists among the implementing agencies and partner both from national and county level”. (Program officer NMCP)

Though there are clear interdependency mechanisms computing activities hampers timely implementation of the program activities due to resistance partners responsible.. (Program officer NMCP)

It’s evident that interdependency as a results feature was result oriented and was being implemented at national malaria control program as the components collectively worked together to achieve the results.

This means integration existed providing enabling environment for future plan of the program. Similar results were found in Korean public sector where there was strong connectivity of result based management. Despite existence of strong connectivity, there was a challenge of evaluating senior civil servants. (APCop, 2011).

Table 4.8: Distribution of Responses on Interdependency (n=19)

Planning - budgeting	Strongly disagree	disagree	Neutral	Agree	Strongly agree	Mean	SD
planning priorities	0	0	3(15.8%)	7(36.8%)	9(47.4%)	4.32	.749
Budget alignment to targets	0	1(5.3%)	(15.8%)	5(26.3%)	10(2.6%)	4.26	.933
Budgeting-Implementation							
Outputs for budget	1(5.3%)	0	1(5.3%)	7(36.8%)	10(52.6%)	4.32	1.003
Service delivery for budgeted	0	2(10.5%)	1(5.3%)	10(2.6%)	6(31.6%)	4.05	.911
Implementation-monitoring							
Measurement indicators	1(5.3%)	0	2(10.5%)	6(31.6%)	10(52.6%)	4.26	1.046
Monitoring system promote service delivery	1(5.3%)	0	2(10.5%)	7(36.8%)	9(47.4%)	4.21	1.032
Monitoring-evaluation							
Degree of monitoring system	0	1(5.3%)	2(0.5%)	7(6.8%)	9(7.4%)	4.26	.872
Evaluation results	0	2(10.5%)	1(5.3%)	11(57.9%)	5(26.3%)	4.00	.882
Evaluation-planning							
Degree of evaluation promote plans	0	1(5.3%)	0	7(6.8%)	11(57.9%)	4.47	.772
Use of evaluation information	1(5.3%)	0	3(15.8%)	7(36.8%)	8(42.1%)	4.11	1.049

4.6 Horizontal and vertical integration

The study sought to establish existence of horizontal and vertical integration of ministries that work to achieve development goals of malaria program. Findings from the study found out that horizontal and vertical integration existed at NMCP among the components. It portrayed a strong integration of developmental results from the National level to County levels. This component had four elements. The elements and their mean include cascading of national goals to agency (4.26), coordination with line ministries (4.21), development goals to levels of government(4.11), organizational responsibilities with government(4.00).

The highest mean is 4.26 which indicated that the developmental goals were cascaded to agency levels. Participants who participated in this survey indicated that NMCP managers at different levels were working in line with the objectives of the strategic plan. They also indicated that NMCP was working with other ministries in achieving the vision 2030 and SDGs. See results in Table 4.9 below. Responses from other key informants were;

“This is the key in achieving the objectives of malaria program and it works though the health system does not work vertically. (M&E officer NMCP)

Service delivery is conducted by counties, National and county governments have specific roles as guided by the constitution. (Planning officer NMCP).

Table 4.9: Distribution of Responses Horizontal and Vertical Integration (n=19)

Horizontal	Strongly disagree	disagree	Neutral	Agree	Strongly agree	Mean	SD
National development goals converted into agency	0	1(5.3%)	2(10.5%)	7(36.8%)	9(47.4%)	4.26	.872
Coordination with line ministries	1(5.3%)	0	1(5.3%)	9(47.4%)	8(42.1%)	4.21	.976
Vertical							
Development goals cascaded to levels of government	1(5.3%)	0	2(10.5%)	9(7.4%)	7(36.8%)	4.11	.994
Organizational responsibilities with government levels	1(5.3%)	1(5.3%)	1(5.3%)	10(2.6%)	6(31.6%)	4.00	1.054

However some respondents suggested challenges of insufficient funds, capacities in implementing the program. Hence horizontal and vertical integration portrayed results features of public sector management in National malaria control program. This was indicated by the element of national development goals converted into agencies which scored the highest mean of 4.26. Coordination with line Ministries to cascade development goals to all government levels, NMCP had responsibilities to deliver common developmental goals according to sustainable development goals requirements. Similar results were found in Malaysia public sector programs where integration of ministries existed. However the challenge was increased demand from the public hampering the implementation (APCop, 2011)

4.7 Results based Public sector managements components

A functional results based public sector management should contain five components which logically work to achieve results which are not compromised.

Given the uniqueness of every ministry and agency of the public sector, the working components differ. In this case National malaria control program had the five major public sector management components with mean score differently and which included planning (4.32), Budget 4.29, Implementation 4.16, Monitoring 4.45, Evaluation 4.40 As shown in figure 4.1 below.

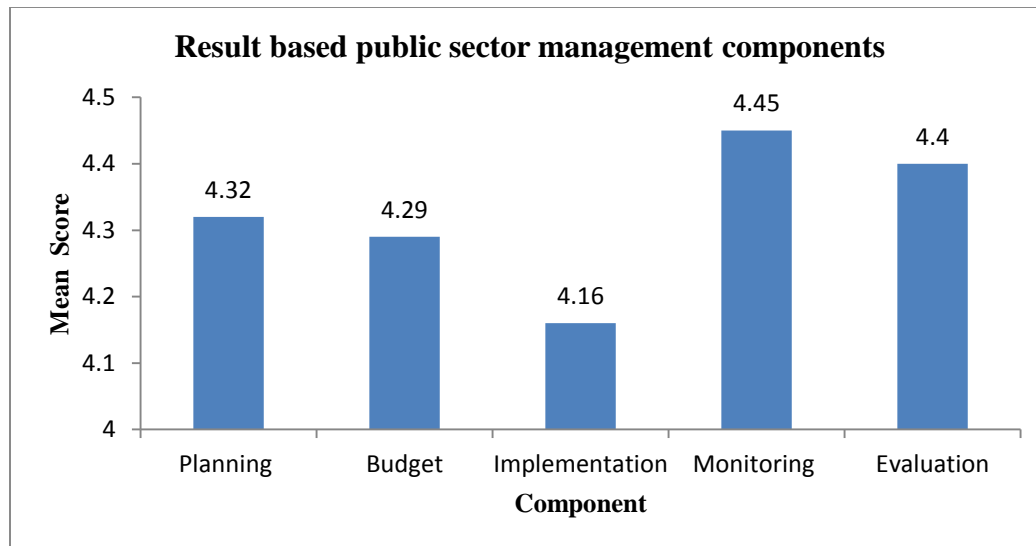


Figure 4.1 Results Based Public Sector Managements Components

From the study at National malaria control program the highly scoring component was Monitoring with a mean of 4.45 which indicated that the monitoring was done very well which guided the program. According to respondents who participated in the survey they indicated that existence of monitoring and evaluation plan made it possible to monitor the indicators in counties. It was followed by the Evaluation component which scored a mean of 4.40. According to respondents the M&E provided information for planning the activities to be carried out in all the 47 counties then implementation was done based on the budget which scores a mean of 4.29. Implementation scored the lowest mean of 4.16 where respondents cited challenges of depending on partners and lack of sufficient incentives to motivate Programme performers.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides summary, conclusion and recommendation of the study carried out at NMCP. It starts by summarizing the findings of an assessment of result based management in the public sector management. NMCP being a case study.

5.2 Research Summary

An assessment of results based management was conducted at national malaria control program as a public sector agency. The study sought to determine how NMCP implement public sector management features by determining core results attributes, focus on common results, horizontal and vertical integration of results. Both qualitative and quantitative data was used. The checklist used to elicit responses, was adopted from the Asia-Pacific Community of Practice on Managing for Development Results (APCop, 2011). This check list operationalized public sector management components into seven levels. A number of questions were based on a 5- Likert scale. Cronbach's alpha was used to determine the internal consistency of the questionnaire and the alpha was 0.976 indicated that the responses were consistent

The study evidently revealed that results based management was implemented at National malaria control program as a public sector agency. The management supported the features of public sector management in their policies, strategic plans, monitoring plan which translated to a result oriented public sector entity. Since the government adopted results

based management in (2004) a lot of changes have been made in public ministries and the principles, practices of RBM have been integrated in their policies.

The study established that core results attributes were implemented at national malaria control Program. Availability of PSM components of planning, implementation, budgeting, monitoring and evaluation exhibited attributes of results. Each of the components had elements which supported the main component and each had a mean score of its performance. The highest performing component according to the study was monitoring. Similar results were found in Philippines public sector management where monitoring systems produced excess information (APcop,2011).

There was also a focus of common results at national malaria program because of the existence of alignment of national and development results from the national office to county governments. Interdependence of results also existed where coordination from national to county government existed.

Some strengths of the study were the existence of a strong monitoring and evaluation plan. Same findings were found by Murungaru (2017). That helped the program continuously monitor activities of the program at county levels. This also helped reporting and dissemination methodologies to be implemented. Existence of strategic plan helped to give direction for the program. Strong monitoring component was an entry point of NMCP towards result oriented public sector management. This helped the program to be results oriented right from the planning, budgeting, implementation of the objectives of the

strategic plan. Similar results were found in Philippines public program where monitoring systems were in a matrix form and provided excess information.(APcop, 2011).

Some of the challenges noted in the assessment included weak capacities, lack of sufficient funds, lack of incentives, lack of enough M&E staff, Overreliance on donor or external funds which hinder the evaluation of program objectives. Overreliance of donors to conduct data audits to work plans hampered the development of the program.

Another challenge the study interviewed senior employees at national malaria control program who in overall gave a positive response while the staff at lower levels could not interfere with the responses they all followed what was said thus lack of autonomy affected the results.

Another challenge and limitation of this study was lack of RBM guiding policy. Every country has its own benchmarks of results and targets to be met. Kenyan public sector adopted the results based management in 2004 but its implementation has been faced with challenges. This is because public sector management of results lack RBM guiding policy and principles thus leading to a challenge of adopting standards of other countries in its implementation. Countries like Rwanda have National RBM guiding policy on performance management. This has made Rwandan public managers to be aware of the modern management strategies and be compelled to direct their services towards achieving common set of developmental results.

Some of the key findings of the study were; NMCP had five functional public sector components which help the organization to be result oriented. Monitoring component was the highly performing component followed by evaluation. Implementation component was affected by incentives which scored the lowest mean thus affecting the process. Managers at national malaria control program were results focused due to the existence policy documents which provide vision of the institution.

There is need for the government of Kenya to improve public sector results by providing sustainable changes in the institutions. This will help to ascertain what works and what does not work. There is need to adopt World bank approach to public sector management (2011-2020) which emphasizes public sector reforms to improve sustainability of institutions. This is because the public sector ministries are both upstream and downstream. Where upstream include central ministries like ministry of planning, ministry of health, ministry of financing while downstream includes sector ministries. There is need to ensure PSM produced tangible results and address weak practices of results culture in NMCP and public sector in general.

5.3 Conclusion

The assessment sought to establish implementation of results based Management practices at National Malaria control program as a public agency if it meets agreed public sector standards. The study sought to establish if NMCP was results oriented in implementing RBM in public sector management features by determining core results attributes, focus on common results, horizontal and vertical integration of results. From the analysis of

results the study found out that NMCP has a functional working results based management strategy and was implemented according to the international standards of public sector management. This was evidenced through the existence of the components of results based management public sector components which include, planning, budgeting, implementation, monitoring, evaluation, horizontal and vertical integration.

The study found out that among the components monitoring was the highly performing component with the highest mean. This was because of the existence of Monitoring and evaluation plan to guide the management of activities in endemic counties.

However the study found out some of the challenges faced in implementing the results based management included lack of incentives which greatly hindered the implementation of the program activities and objectives, overdependence of donors for evaluation, lack of sufficient M&E capacities, and lack of enough budgetary funds from the Treasury. The strengths and constrains determine core results attributes, focus on common results, horizontal and vertical integration of results.

5.4 Recommendations

The study makes recommendations based on core result attributes, focus on common results, horizontal and vertical integration of results. The assessment makes recommendations for policy and program and for future research.

5.4.1 Recommendations for Policy and Programmes

5.4.1.1 Core results attributes

This section discusses recommendations of the five core components of results based public sector management. The mean for all the five major public sector management components include planning (4.32), Budget 4.29, Implementation 4.16, Monitoring 4.45, Evaluation 4.40

Monitoring From the analysis monitoring scored the highest mean among all the components. This is because there was regular monitoring of critical indicators of the Malaria program at county levels. This means that monitoring of activities of malaria projects in counties was done adequately. Despite monitoring performing well as a public component however there were challenges in its adoption. From the study the monitoring was done more on the medical aspect than the project level due to lack of sufficient M&E capacities. There was also a challenge of weak linkages among the PSM components at NMCP which made monitoring fail to be transparent and accountable. There is need for the employment of Monitoring and Evaluation staff to oversee the malaria activities in all counties.

Evaluation as a core attribute of PSM scored the mean of 4.40. From the study evaluation was done after completion of targets to assess its achievements. Evaluation of objectives depended on donor or external support. These led to delayed feedback of results thus affecting the cycle of PSM components at NMCP in achieving results. There is need for the national malaria control program to develop human and systems capacities to help in

evaluation of malaria projects in different counties. Similar findings were found by Nguni (2017). Employment of M&E trained staff are required to help in evaluating of the program performance. Monitoring and evaluation are the best performing components. This has helped the country to reduce the malaria deaths in endemic counties. There is need for the institution to adopt new digital ways of collecting data on program performance like use of Open data kit which will help in data collection. As part of the assessment capacity was key therefore the institution needs to employ participatory approaches in execution of the objectives.

Planning. From the analysis planning scored a mean of (4.32). It was guided by the targets and linkages of national and county levels. From the study planning targets were guided by the strategic plan and vision 2030. They were cascaded to county levels from the national government. Medium-term plans were in align with the strategic plan and vision 2030. The plans of NMCP were in an integrated results matrix with linkages of the goals to be achieved. Despite these plans, there was a challenge of parallel budgets of projects at county levels that support implementation of NMCP which affected meeting of planned budget priorities by the Ministry of Planning. The study recommends NMCP to increase advocacy and partnership to have more stakeholders participate in the planning and improve program effectiveness.

Budgeting. As a PSM component at NMCP scored the mean of 4.29. From the study NMCP medium term expenditure included fiscal estimates. There was a challenge of ranking NMCP projects against funding priorities. There is need for the ministry of finance

to come up with new revised funding laws for health care programs this will help address the poor links of finances downstream. The process of budget scored the mean of Budget 4.29 guided by the priorities of the strategic plan. The stakeholders of the budget from the treasury at the national level should conduct assessment of the performance of program activities and increase budget for activities to be implemented because insufficient funds dragged the program. The study suggests adoption of political buyin where all politicians are involved in program performance and increase of medium term expenditure. There is need for the government to come up with systems to manage revenues and public expenditure. National malaria control program should come up with Zero-based budget to help in future allocation of funds of projects.

Implementation. As a core public component of NMCP scored the lowest mean of 4.16 among all the other components. Standards of service delivery at National malaria control program were established. However there were some challenges in the implementation of the program which included devolution of roles at county levels to oversee the program. This was because a criterion of performers was poor where seniority was significant. Only senior managers were recognized. This practice affected the implementation of the program to be slow. For malaria program to have economic impact there is need for provision of incentives both monetary and nonmonetary to motivate people to work towards achieving developmental program. NMCP should come up with policies on incentives and increase capacities among the staff.

5.4.1.2 Focus on common results

The manner in which public sector results at NMCP were achieved is very important. The study found out that there was interdependence of the five components that is planning, budgeting, implementation, monitoring and evaluation in achieving results. The results indicated that there was a focus of delivering common results that is outputs, and outcomes were aligned in all the counties to achieve objectives of the program. In terms of planning-budgeting the NMCP worked together with ministry of finance in preparing the budget of the planned targets.

Budgeting-implementation; the study found out that budget was based on performance of the projects activities being implemented at the counties. Implementation-monitoring; the study found out that national level and county levels monitoring of activities was continuous and it was done. From the findings focus on common results as a practice of RBM existed among the stakeholders of the program. However there was a challenge of capacities to implement the program. The study recommends capacities of the systems, processes to be improved in all counties in order to increase transparency and focus on achieving common results at national malaria control program.

5.4.1.3 Horizontal and vertical integration of results

Performance of NMCP was associated with the links that exist in ministries. The study found out that links among ministries from the national level to county levels existed. However there were challenges facing the linkages. The study found out that NMCP managers at national level had insufficient information about the links in counties.

The study recommends that managers at NMCP to strengthen the partnerships by employing participatory approaches of all stakeholders. As strong linkages strengthen routine monitoring and evaluation of activities. The study recommends NMCP to adopt a policy to come up with a risk analysis tool to be adopted. The tool will assess the county performance of the PSM components and identify opportunities and constraints.

5.4.2 Recommendations for further research

The study recommends future studies to assess results based management practices in public ministries and agencies in Kenya. This will be useful in comparing the results from these study. Other studies should be done focusing on challenges faced in executing PSM components in public ministries and agencies as these study highlighted some challenges experienced at NMCP in implementing RBM. These will help identify the constraints if they cut across public ministries and sector agencies. Similar studies should be done assessing results based management practices in different government agencies and adopt same tools from this assessment. This will help in comparing the public sector components that act as entry point towards a result oriented public sector management.

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APPENDICES

APPENDIX 1: INDIVIDUAL ASSESSMENT TOOL

Study Title: An assessment of results based management practices in the public sector. A case study of national malaria control programme in Kenya

Thank you for agreeing to take this survey. The purpose of the survey is to undertake an assessment of results based management in the public sector management. A case study of national malaria control programme in Kenya. The survey will help in providing an in-depth understanding of the Results Based Management at the National Malaria Control Programme.

The survey is undertaken as a research project for fulfillment of a Masters Course in Monitoring and Evaluation, NMCP being a case study for the project.

All the answers provided will be kept confidential and the survey data will be reported in a summary fashion only.

Kindly tick where appropriate

Kindly enter job position_____

SD= strongly disagree D= Disagree N = Neutral, A = Agree SA = Strongly Agree

A	PLANNING	SD	D	N	A	SA
1	Extent linkages of results from national down to operational levels?					
2	Extent of defining SMART indicators at each level of results?					
3	Degree of aligning budgets?					
B	BUDGETING					
1	Extent of budget support?					
2	Extent of budget prioritization of resources?					
3	Extent of medium-term horizon budget linkages?					
4	Degree of dissemination methodologies of budget?					
C	IMPLEMENTATION					
1	Degree of budget deliverables alignments?					
2	Role of process and policies to achieve results?					
3	Role of incentives to motivate people to achieve results?					
4	Extent of service delivery standards?					
D	MONITORING					
1	Extent of monitoring indicators regularly?					
2	Degree of mainstreaming monitoring into ministries and agencies?					
3	Degree of specifying data dissemination methodologies?					
4	To what degree does monitoring information applied in policy improvement?					
E	EVALUATION					

1	Degree of evaluation methodology to use indicators and monitoring information?					
2	To what extent are organizations accept independent evaluation?					
3	Degree of stakeholder and dissemination methodologies formulated?					
F	INTERDEPENDENCY					
	a) Planning–Budgeting					
1	Extent of planning set priorities for the budget?					
2	Extent of budget alignment?					
	b) Budgeting–Implementation					
3	Extent of budget defining outputs for services?					
4	To what degree are services delivered as budgeted?					
	c) Implementation–Monitoring					
5	Degree of indicators measuring results?					
6	Extent of monitoring systems in improving delivery of services?					
	d) Monitoring–Evaluation					
7	Degree of provision of data from evaluation?					
8	Extent of evaluation assessing monitored results?					
	e) Evaluation–Planning					
9	Extent of evaluations informing success plans?					
10	Extent of planned results use evaluation information?					
G	HORIZONTAL AND VERTICAL INTEGRATION					
	a) Horizontal					
1	Extent of translation of national development goals to agency?					
2	Extent of organizational role to coordinate line ministries in achieving set results?					
	b) Vertical					

3	Extent of cascading developmental goals to all government levels?					
4	Definition of organizational and governmental levels contributing to achieve set goals?					

H. Kindly state any additional information regarding the above components

Planning

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Budgeting

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Implementation

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Monitoring

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Evaluation

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Horizontal and Vertical integration

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APPENDIX 2: DISCUSSION GUIDE FOR KEY INFORMANT INTERVIEW

DISCUSSION GUIDE: ADAPTED FROM (APCOP2011)

Hi, my name is I am here today to undertake an assessment of results based management practices at National Malaria control Program as my area of focus in my project for M.A. in Monitoring and Evaluation of Population and Development at the University of Nairobi, Population Studies and Research Institute (PSRI). Since you are the key person to consult, I would like to hear your thoughts, feelings, observations, and experiences in executing the strategy. This is not a test, and there are no rights or wrong answers so you should feel free in giving your answers.

Your name will not be recorded with your answers, and everything you say will be kept confidential and your views will be used to write my final academic paper. What I would request is that you answer honestly on what you really think or feel. If there are questions that you do not want to answer, that is fine. If you do not understand the question and need more clarification, kindly ask.

A) General Information

Date of Interview:

Job title:

Section:

B. Core results attributes implementation in NMCP

1) Planning

- a) What are the results linkages that exist from the national level to county levels.
- b) How are SMART indicators defined
- c) Is there budget alignment for your targets

2. Budgeting

- a) What extent does budget support your priorities?
- b) Does budget prioritize resources?
- c) Is there a linkage budget plans at all levels?
- c) Is there dissemination methodologies

3. Implementation

- a) Does the organization align deliverables of budget
- b) What extent of policies and process deliver results
- c) Does incentives motivate people to deliver objectives
- d) What are the service delivery standards?

4. Monitoring

- a) How often is monitoring of indicators done
- b) What is the role NMCP in mainstreaming ministries
- c) Are dissemination methodologies specified
- d) Is monitoring information used in policy improvement.

5. Evaluation

- a) Extent of evaluation methodology use indicators?
- b) What degree does institution allow independent evaluation?
- c) Are stakeholders and dissemination methodologies formulated?

C. Focus on common results in programs

Is there interdependence of the components to coordinate and work towards achievement of common results programs.

D. Does NMCP have interdependency, horizontal and vertical integration?

Is there interdependence of Ministries both the national level and county levels to achieve goals of the strategic plan.

APPENDIX 3: LIST OF DOCUMENTS REVIEWED.

1. National Malaria strategic plan (2009 – 2017)
2. Annual Malaria progress staff reports
3. Staff sample of job descriptions.
4. Ministry of Health circulars to Malaria program
5. End term evaluation report for monitoring and evaluation
6. End term evaluation report on the implementation of the first medium term plan (2008-2012) of Kenya vision 2030 for monitoring & Evaluation Ministry of devolution and Planning.

APPENDIX 4. ITEMS IN A QUESTIONNAIRE

Item Statistics

	Mean	Std. Deviation	N
Q1 linkages	4.16	1.068	19
Q2 smart indicators	4.26	.733	19
Q3 budget alignment	4.53	.513	19
Q4 budget support	4.16	.958	19
Q5 prioritization	4.16	1.068	19
Q6 linkages to targets	4.74	.733	19
Q7 Fin mangment for dissemination	4.11	.937	19
Q8 aligned to budget deliverables	4.53	.841	19
q9 policy and process	4.26	.733	19
Q10 incentives	3.68	.820	19
Q11 standards on service delivery	4.16	.898	19
Q12 regular monitoring of indicators	4.42	.838	19
Q13 monitoring integration	4.37	.831	19
Q14 data processing analysis specified	4.42	1.017	19
Q15 used of monitoring results	4.58	.902	19
Q16 degree of evaluation use information from planning	4.42	.961	19
Q17 definition and interdependency in evaluation	4.37	.895	19
Q18 stakeholder engagement	4.42	.769	19
Q19 planning set priorities for budget	4.32	.749	19
Q20 budget aligned to planned targets	4.26	.933	19
Q21 budget defines service outputs	4.32	1.003	19
Q22 services delivered as budgeted	4.05	.911	19
Q 23 m performance and service deliveries	4.26	1.046	19
Q24 Monitoring systems and service delivery	4.21	1.032	19
q25 monitoring system providing data for evaluation	4.26	.872	19
Q26 evaluation assesses monitoring results achieved	4.00	.882	19
Q27 evaluation informing succeeding plans	4.47	.772	19
Q28 planning results considers inform from evaluations	4.11	1.049	19
Q29 national development goals translated in specific agency priorities	4.26	.872	19
Q30 organizational systems	4.21	.976	19
Q31 dev goals cascaded	4.11	.994	19
Q32 Organizational goals defined	4.00	1.054	19

APPENDIX 5: LETTER FOR DATA COLLECTION



UNIVERSITY OF NAIROBI
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Telegrams Varsity

Ref: Q51/86967/2016

15th OCTOBER, 2018

The Director,
Division of Malaria Control,
Ministry of Health
P.O Box 19982-00202
Nairobi


Dear Sir/Madam,

RE: RECOMMENDATION FOR MERCYLLINE MORAA OGATA FOR DATA COLLECTION

Ms. Mercylline Moraa Ogata is a second year student undertaking a Master's degree in Monitoring and Evaluation of Population and Development Programmes. As part of the requirements for graduation the students are expected to carry out a Research Project. Ms. Ogata has expressed interest in carrying out data collection for her project in your organization. Her project title is: '**Rapid Assessment of Results Based Management of in the Public Sector: A case of Study of National Malaria Control Programme in Kenya**'. This is to request you to kindly facilitate her work by granting her permission to use your facilities for this research.

Your assistance will be highly appreciated.

Yours faithfully


Anne Khasakhala, PhD
Director, PSRI.

