RAPID RESULTS INITIATIVE: A STRATEGY IMPLEMENTATION TOOL BY THE NATIONAL SOCIAL SECURITY FUND - KENYA

BY

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A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

OCTOBER, 2010

DECLARATION

This project is my original work and has not been submitted for a degree in any other University

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This management research project has been submitted for examination with my approval as the University supervj.sor.

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DEDICATION

This project is dedicated to my loving grandmother Dorothy Kanyiva Kimeu, who is my daily reminder of all that is good in this world. Bless you.

ACKNOWLEDGEMENTS

The completion of this project is due to a number of individuals who gave me much needed encouragement and support. I will forever be grateful. I am indebted to almighty God to have brought me this far. His abundant guidance, grace, providence, love, hope, strength and care have carried me through.

I owe much gratitude to my course instructors and project supervisor Dr. Zack Awino under whose able supervision, valuable advice and guidance this project has been a success. I am convinced that without his concerted support, this study would not have been a success. I am also grateful to the management of the National Social Security Fund, Kenya for allowing me to undertake a study on the organization. I most sincerely thank those managers who agreed to share their experiences, opinions and knowledge. Their time and effort are acknowledged with gratitude.

Last but not least, I owe much gratitude to my family: Grandparents Honorable & Mrs. J.K. Ngutu; Mum Tabby Ndanu; Sister Michelle; Aunties; Uncles and Cousins who encouraged me during the entire period. I earnestly thank them for all their support and prayers. May God bless you all and may he make the desires of your hearts in accordance with his will.

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ACRONYMS AND ABBREVIATIONS

RRI - Rapid results initiative

RBM - Results based management

ERS- Economic recovery strategy

NSSF- National Social Security Fund

SSH - Strategic success hypothesis

USA - United States of America

OECD - Organization for Economic Co-operation and Development

The Fund - National Social Security Fund

ABSTRACT

Managing for Development Results is an emerging, and increasingly important concept, which focuses on monitoring of results and outcomes in the development process, rather than inputs. In this direction, many developing countries, have introduced Results-based Management (RBM) in several key sectors and sub-sectors. The strategies devised and problems identified for implementation in public sector have mainly focused on outputs /results and not on inputs or processes has its been the case. It is because of this that the National Social Security Fund (NSSF) decided to use Rapid Results Initiative (RRI) as a RBM tool in order to achieve the much needed results. The study had two objectives: To assess the management's perception of RRI as a strategy implementation tool at NSSF and; to find out the challenges that NSSF faced during RRI implementation. To achieve these objectives, the study was carried out through interviews using an interview guide in which senior managers at the Operations Department in NSSF were targeted. Secondary data was also obtained from relevant materials from the department like reports and strategic plan. The data was analysed through content analysis. The findings generally indicate that strategy implementation in the public sector is slow, characterized by long processes, ineffective and inefficient. This was attributed to a number of factors like: bureaucracy, poor planning and coordination, poor leadership, lack of commitment to formulated strategies and rigid government structures. Strategy implementation in NSSF was also described by the aforesaid characteristics it being a public corporation operating under the Ministry of Labour. According to the study, NSSF has previously used other implementation strategies like performance contracting, decentralization, formation of compliance monitoring unit (CMU) and reforms strategies. These only improved compliance, coverage, member registration and contributions collected by a small percentage. RRI as a RBM tool was implemented in NSSF in a bid to fast track implementation of the top-up strategy in the Operations Department. Being a government initiative, the Fund wanted to test it and of course improve on its results. There was a need to create urgency in implementation which is usually lacking in bureaucratic organizations such as this one. Senior managers in the department felt that RRI led to: the improvement of general compliance, growth in member registrations and a significant growth of contribution collected by about 13.7 %. The organization faced some challenged during RRI implementation which included: Inadequate resources, inadequate support from top management, change resistance, lack of enough technical support and poor planning. They however responded to some of these challenges by training staff and improvising some resources. The study recommends that Government's commitment should remain at the core of RBM initiatives because most public corporations including NSSF because they fast track implementation thus eliminating long rigid processes of implementation. The study also recommends that the national social security fund should strive to maintain and sustain results based management initiatives as opposed to the process oriented ones. As improved compliance, increased coverage, growth in member registrations and increase in contributions continues, the organization should keep on focusing on results oriented initiatives like RRI in order to continue serving its members effectively and efficiently.

Key words: Rapid Results Initiative, Strategy Implementation, National Social Security Fund, Kenya.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Rapid Results Initiatives taps into the human desire to succeed by creating real empowerment, motivation and innovation in working towards results. It strengthens accountability and commitment for Results and unleashes and enhances implementation capacity. It helps teams set challenging or stretching yet achievable, sharply defined, measurable and visible goals, using existing resources and capacities. This results into collaboration among team members, experimentation and discovery of new ideas. A rapid results goal must therefore in its definition have the following attributes: Action, impact variable, scope, measurement and time frame. For example a Rapid Results goal can be "To reduce processing business license in Nairobi by one week within 100 days" or "Reduce carjacking in Nairobi by 20% within 100-days", (Obongo, 2007).

The approach provides a structured methodology for building and practicing Results Based Management (RBM) that is required for successful implementation of the Economic Recovery Strategy (ERS). Whereas the ERS include a number of elements such as training, new policies and procedures, mission and vision of the Government and even a communication strategy to ensure involvement of all stakeholders, which promise to get the public service enhance performance, these in themselves although very useful, do not stimulate "group adrenalin" required to overcome inertia, (OECD, 1990). They lack the urgency and excitement that comes

Rapid Results on the other hand creates a sense of urgency, personal challenges clearly defines success and raises stakes and visibility for success or failure and therefore create a sense of excitement. It enables people to collaborate in a new team spirit and lets them tap into their full potential of energy and creativity, (Parliamentary Service Commission, 2008).

1.1.1 The Concept of Strategy Implementation

The practical purpose of strategy is to provide a plan that employs multiple inputs, options, and outputs to achieve an organization's policy goals and objectives (Porter, 1996). Management approaches to strategy implementation can be placed on a continuum with prescriptive planning at one end and process approaches at the other. Prescriptive planning involves moving from strategies to action planning, through the process of setting objectives and performance controls, allocating resources, and motivating employees (Ansoff, 1990; Mintzberg, 1994).

In contrast, the process approach emphasizes that successful implementation depends on people changing their behaviour. This involves changing the assumptions and routines of people in the organisation, including managers (Dawson and Palmer, 1995; Lorange, 1998; Miller et al., 2004). Many organisational behaviour studies support the process view, which focuses on managing the interpersonal and intragroup conflicts that can derive from defensive behaviours, personality differences and poor communication (Argyris, 1999).

Beer & Nohria (2000) and Johnson & Scholes (2002) argue that the successful implementation of strategy requires a mix of three critical elements taken from the Implementing prescriptive planning (hard) and process (soft) approaches.

Two elements are from the planning approach: having an appropriate organisational design and structure to implement strategy (Mintzberg, 1979); and having appropriate resource allocation and control - the way this is done shapes the context for deploying strategy (Langfield-Smith, 1997). The third critical element is managing change, from the process approach. It focuses on diagnosing barriers to change; managing political issues, communication, and changes to organisational routines (Pettigrew and Whipp, 1991).

Strategy implementation has usually been regarded as being distinct from strategy formulation and as a matter of adjustment of organizational structures and systems (Galbraith 1980; Thompson and Strickland, 1987). It seems that this approach is limited and a number of new prospective to this problematic phenomena have emerged.

Pettigrew's (1987) framework for strategic change also sheds some light on analysis of strategy implementation. Pettigrew contends that the content, the context and the process are intertwined and affect one another. This is an important impact on strategy implementation research. In order to understand implementation, which is close to the process in Pettigrew's model, also the content of strategy and the context in which it takes place must be understood.

Another issue influencing the study of strategy implementation is the perspective one has on the strategy. Is strategy first formulated then implemented, or vice versa? If one believes that strategies are explicit (Mintzberg, 1978), implementation means carrying out a predetermined strategic plans. If, on the other hand, one holds an emergent view on strategy, one does not believe that strategy is first created and then implemented, but that strategy emerges and evolves without interventions by strategic planners, or in spite of (Mintzberg, 1978).

1.1.2 Rapid Results Initiative

The Rapid results initiative (RRI) is a results-focused learning process aimed at jump-starting major change efforts and enhancing implementation capacity. It tackles large-scale medium and long term change efforts through a series of small-scale, results-producing and momentum-building initiatives. The premise of the Rapid-Results approach is to create a context for planning and for enhancing implementation capacity, by helping ministries work on sharply-defined initiatives that will ensure delivery of the Economic Recovery Strategy (ERS) targets. The Government's adoption of the Rapid results initiative (RRI) as one of the tools for implementing Results Based Management in the Public Service is therefore consistent with the focus on Results, Capacity enhancement and client ownership (Obongo, 2007).

Rapid Results Approach gave forth to Rapid Results Initiatives which taps into the human desire to succeed by creating real empowerment, motivation and innovation in working towards results. It strengthens accountability and commitment for Results while enhancing implementation capacity. It helps teams set challenging yet achievable, sharply defined, measurable and visible goals, using existing resources and capacities. This results into collaboration among team members, experimentation and discovery of new ideas. A rapid results goal must therefore in its definition have the following attributes: Action; Impact variable; Scope; Measurement; Time Frame (Obongo, 2007).

The initiatives are structured in 100-day cycles from agreeing on goals to achieving results, with each goal directly connected to one or more of the overall objectives of the development effort. RRI achieves systematic change through a series of small-scale, results producing and momentum-building initiatives implemented within thelOO days or less.

In doing so, it helps leaders to continually adapt and refine their overall implementation strategy based on what works and what does not work on the ground (Chene, 2008).

Strategy is an essential part of any effective business plan. By using an effective competitive strategy, a company finds its industry niche and learns about its customers (Porter, 1980). Porter (1985) asserts there are basic businesses strategies - differentiation, cost leadership, and focus - and a company performs best by choosing one strategy on which to concentrate. However, many researchers feel a combination of these strategies may offer a company the best chance to achieve a competitive advantage (Cross, 1999; Karnani, 1984). Whatever strategy a business chooses, it must fit with the company's goals and objectives to gain competitive advantage, (Ross, 1999).

Companies must be competitive to become an industry leader (Murdoch, 1999; Suutari, 1999), to be successful both nationally and abroad, (Anon, 1998), and these strategies for gaining competitive advantage apply to all industries in most nations. While various types of organizational strategies have been identified over the years, Porter's generic strategies remain the most commonly supported and identified in key strategic management textbooks, (Thompson and Stickland, 1998) and in the literature. Porter's (1980) generic strategies can yield competitive advantage and also suggests ensuring long-term profitability, the firm must make a choice between one of the generic strategies rather than end up being "stuck in the middle".

1.1.3 Pension Industry in Kenya

The retirement benefits industry in Kenya is composed of the civil service scheme, the National Social Security Fund (NSSF), occupational schemes and the individual pension schemes, (RBA, 1997). The coverage of the pension schemes is currently estimated at less than 15% of the total labour force. The distribution of membership in the schemes as a proportion of the total membership in retirement benefits schemes in the country is shown below:

Scheme Type	Percentage
Occupational Retirement Benefits Schemes	10.4%
Individual Retirement Benefits Schemes	0.6%
Civil Service Pension Scheme	22.0%
National Social Security Fund	67.0%

The NSSF has the highest proportion of membership at 67% with estimated membership of 800,000 followed by the civil service pension scheme at *22%,* (Kabage, 2006). The occupational retirement benefits schemes and individual retirement benefits schemes, which are currently about 1350, account for about 11% of total scheme membership in the country.

Prior to 1997, the retirement benefits industry was largely unregulated. The only regulations governing the sector was those inscribed in the Income Tax Act and Trust Laws and these tended to be broad regulations which did not encompass developmental objectives, (RBA, 1997). Some of the problems that the pension industry faced before a clear regulatory framework were put in place and which led to the enactment of the Retirement Benefits Act in 1997 include: Mismanagement of schemes' funds; Schemes were not adequately funded; Arbitrary investment of funds without independent professional advice and; Records and books were not well kept.

1.1.4 National Social Security Fund (NSSF)

The National Social Security Fund was established in 1965 under CAP 258 Laws of Kenya. It has been receiving contributions since 1966. Initially the fund operated as a government department under the Ministry of Labour but as its membership grew and its operations became complex, the NSSF Act was amended in 1987 to transform it into an autonomous State Corporation. Since 1988, the Fund has been operating under a Board of Trustees, which is constituted by representatives of 3 key stakeholders: the government, workers, and employers, (Hazina NSSF Newsletter, April, 2010).

NSSF is a basic mandatory social security scheme providing cover to all workers. The Fund is a provident scheme that covers all the Kenyan workers both in the formal sector and the self employed. The purpose of the scheme is to provide workers and their families with a financial security in the event of retirement, death, invalidity or emigration.

In recent years NSSF has embarked on an ambitious reform programme intended to convert it from a National Provident Fund Scheme to a Social Insurance Pension Scheme. As a converted scheme, the new NSSF will operate as a mandatory National Social Insurance Pension Scheme, serving as workers 1st pillar of social protection. Sadly, NSSF's history has been marred by scandals and ill-conceived investment policies. However, in recent times, aggressive reform policies have been implemented to prevent the errors of the past from recurring.

NSSF's operations are now conducted in an atmosphere of transparency, accountability, and with a renewed commitment to efficient delivery of social security services in Kenya.

Membership has grown steadily over the years and by the end of 2007, the Fund had a cumulative registered membership of about 3 million. The average current membership accounts range from 900, 000 to 1.2 million. Today, NSSF continues to work on enhancing its organizational performance and improving the quality of services it provides to its members.

Strategy implementation has always been a challenge in government corporations and NSSF is no exception. As a government initiative, RJRI has been used in this pension corporation as an effort to produce desired results. It is also because of this that the National Social Security Fund resolved to embark on 100 days Rapid Results Initiatives with the ultimate objective of improving employer registrations and voluntary top-up of contributions.

1.2 Statement of the Research Problem

The challenge of entrenching sustained economic growth and reducing poverty, demand the transformation of the Public Service to one that is more focussed, efficient and increasingly responsive to the needs of those it serves. ^Strategy implementation is a process by which strategies formulated are put into action through the development of programs, budgets, and procedures. In order to achieve its objectives, an organization must not only formulate but also implement its strategies effectively, (Certo and Peter, 1995). The public service must therefore direct its energies towards implementation of well defined core functions and policy priorities as outlined in Vision 2030, various other government policy documents and articulated in respective performance contracts. This therefore calls for adoption of implementation strategies that will enhance the completion and efficiency of public projects and services.

It also requires that we collectively address systematic and operational impediments to delivery of services of Kenyans (Public Service Report, 2006).

The Results Based Management (RBM) was thus introduced and institutionalized in public service in the year 2004 out of the need to improve service delivery and demonstrate reform gains from the implementation of government programs. The key elements of Results Based Management Framework include a culture of focussing on results rather than process through adoption of Rapid results initiative (RRI).

The Rapid results initiative (RRI) in the public service therefore provide a structured methodology for building and practicing management disciplines that are required for successful implementation of strategic plans and performance contracts. Several Kenyan government ministries and state corporations have implemented strategic goals and work plans through Rapid Results Initiatives (RRI) which emphasises on results.

The National Social Security Fund is one of the largest government corporations which has been marred by scandals and ill-conceived investment policies. Service delivery has also been ineffective and inefficient over the years. As part of the government reforms programme, the pension scheme has embarked on a rigorous reform programme in order to improve the quality and efficiency of service delivery to Kenyans. As a government initiative, RRI has been used in this pension corporation as an effort to produce desired results.

Several studies have been undertaken on challenges of strategy implementation in the public sector: Challenges in the formulation and implementation of strategy, the case of Kenya sugar board, (Magero, 2008); Challenges faced in strategy implementation: a case study of Jomo Kenyatta foundation, (Musyoka, 2008); Strategy implementation at Kenya electricity generating company, (Karani, 2009) .The most pervasive challenges in strategy implementation are: Poor change management and leadership, lack of commitment to the strategy, bureaucratic processes, rigid government structures and poor coordination of responsibilities.

Unreliable evidence suggests that first RRI cycle (2006) recorded tremendous achievements in all the government ministries and corporations. However, little empirical evidence exists particularly on RRI as a strategy implementation tool in Kenya's public sector. This study therefore seeks to fill this gap.

This study therefore seeks to respond to the question, 'Has RRI as a strategy implementation tool had any effect on National Social Security Fund Top up strategy?

1.3 Objective of the Study

This study had two objectives:

i. To assess how the management perceives Rapid Results Initiative as a strategy implementation tool at National Social Security Fund.

ii. To identify the challenges encountered by National Social Security Fund in the Rapid Results Initiative implementation.

1.4 Value of the Study

The study will be invaluable to the managers of NSSF who will gain insights on the operation of RRI as a strategy implementation tool in the organization. They will understand the effects of RRI as evident in Operations department and thus be able to use the results based initiative for other strategies in the organization.

The managers will also be able to overcome and avoid some of the challenges experienced during the implementation of Rapid Results Initiative, and provide guidance in the improvement of organizational performance.

The government as a policy maker will find the study invaluable in the implementation of policies aimed at achieving rapid results in public corporations. The government will obtain knowledge of the Rill dynamics and the responses that are appropriate and specific for both governmental and non-governmental organizations and obtain guidance from this study in designing appropriate policies that will ensure the effective implementation of the RRI strategies.

Thirdly, researchers and scholars will gain from the study as it will form a basis for further to refine and extend this one. It will also contribute to the literature review of like rapid results initiatives and other results based management strategy implementation tools which target results rather than processes and inputs.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature review. It describes various strategy management initiatives in the public sector, strategy implementation, RRI & goal setting and; new public management in relation to results based management.

2.2 Strategy Management initiative in Developing Countries:

Handy (1985) describes an organization as an environment, in which 'management' directs all available resources to achieve its objectives/results. Good management practices focus on efficiency and effectiveness to produce these intended results. The efficiency and effectiveness emerge through integrated planning and implementation (Green, 1992), evidence-based resource allocation (Gish, 1973), performance measurement, participatory decision-making (Amonoo-Lartson, 1996) and self-evaluation. Above all, a strong organizational commitment under the umbrella of supportive national polices is the key to success. This is also the core theme of Result-based Management.

In order to better understand the organizational environment in relation to Result-based Management, the current management structure and functions are need to be reviewed in the public sector. In developing countries including Kenya, poor governance and limited organizational practices for evidence-based decision-making (Plumptre, 1999), poor linkages of responsibilities and accountability (Shah, 1998) and lack of 'information culture' have resulted m poor performances at all levels.

These organizational practices stem from a number of factors including deficient organizational support for performance appraisal using performance information. Schacter, (2000) while reviewing the governance structures in Sub-Saharan Africa has observed that fact-based public administration and accountability is a rare commodity and any demand for performance-based management is met with resistance both from senior bureaucrats and political elites. The managers are given increasing responsibilities overtime (which pile up with new vertical programs) without giving significant authority to perform these functions, thus creating frustration and tension. Green and Collins (2003) have described three tensions that public sector managers and planners face: changes in the system, the contradictions between public interest and private gain; and changes in the forms of accountability.

In public sector management system, the 'implementers' are the key component of the system but at the same time, the most neglected entity and are never part of the 'corridor planning culture' (Green, 1992). The targets are set somewhere else, budgets allocated on historical basis, routine procurement & supplies arranged at higher tiers and mangers are only made responsible to implement. Elizabeth *et al.* (2004), while reviewing the RBM practices in developing countries have stressed the provision of sufficient autonomy in terms of setting targets, decision-making authority and budget flexibility so that resources can be allocated to achieve desired results. Mills *et al.* (1990) has also advised to strike off some balance between bottom-up and top-down decision-making processes and linking appropriately authorities with responsibilities to ensure meaningful accountability (Conyers 1981, Collins 1989).

2.2.1 Strategic Management initiatives in the public sector

Internationally, governments have engaged in numerous reforms and initiatives designed to improve cost effectiveness and efficiency, to increase quality of public services, to become results-oriented and citizen focused, and to emphasize strategic and business planning (OECD, 1995; Pollitt & Bouckaert, 2000). This global paradigm shift in public sector management integrates concepts, tools and management techniques adopted from private sector management and calls for a new relationship between governments and citizens (Metcalfe and Richards, 1987; OECD, 1990; Metcalfe, 1993; Dunleavy & Hood, 1994; Pollitt & Bouckaert, 2000). These reforms, expanding through the 1980s (Savoie, 1994), became collectively known as new public management (Pollitt, 1990; Hood, 1991; Pollitt and Bouckaert, 2000), and have been responsible for a number of changes in the public sector (Osbourne and Gaebler, 1993).

2.2.2 New Public Management (NPM) and Results Based Management

New public management begun in the UK in the early 1980s and adopted by many OECD governments including Canada over the last 25 years. NPM was a reaction to global; the technical revolution; government fiscal problems; public demands for a quality service and pressures for supra-national organizations (Mason & Borins 2000; Savoie, 1998).

Hood (1991), attributes seven features to the new public management including allowing managers to manage, establishing specific standards and performance measures, emphasizing output controls, disaggregating units in the public sector, increasing public sector competition, increasing the use of private sector management approaches in the public sector, and increasing discipline in resource utilization.

In most OECD countries, new public management has been the key theme in advancing public sector management including a stronger focus on programme outcomes or results under the general title of results-based management (OECD, 1995; Bourn, 2000; OECD, 2002). Results-based Management can be argued to represent a fundamental shift in public sector managerial accountability, incorporating results into programme accountability (Hood, 1995). This is clearly in addition to executives' historical accountability for programme resources, activities and outputs. However, the literature also notes that the essential ideas underlying results-based management (RBM) are not new either in theory or practice (Drucker, 1974; Neely et al., 2002).

For instance, according to Allison (1997), RBM has been applied in Canada over the last two decades with varying results. This is attributable to uniqueness of the public sector owing to its difference in setting goals. It could be argued that in adopting RBM from the private sector, the bureaucracy has failed to acknowledge key differences between the two sectors (Allison, 1997; Clark, 2001). For example, contested perspectives of multiple stakeholders of programme objectives and goals make determination of desired program outcomes difficult. This, coupled with the absence of the clear profit objective from the private sector suggests that RBM frameworks must be adapted, not adopted, for public sector use (Kaplan and Norton, 2001; Peters, 1993)

It could also be argued that to be meaningful, beyond political rhetoric, Results-based Management should introduce and/or support changes in executives' focus and activities. For example, one key area of change would be the acquisition and use of programme "outcome" information in actively managing for results (Drucker, 1995; Mintzberg and Bourgault, 2000).

2.2.3 Performance Measurement for Result-based Management

According to Joseph *et al* (1992), "performance measurement analyzes the success of a work group, program, or organization's efforts by comparing data on what actually happened to what was planned or intended measurement." The clearer our expectations of performance, the easier it is to devise strategies for measuring results and building the capacity of these systems. In many cases, performance of a system is narrowly defined as the production of good quality services.

The ultimate objective of RBM is to take timely action towards achievement of intended outcomes and impact. Therefore, performance of an organization should not only be measured on the basis of the quality of services produced but also on evidence of progress towards outcomes. A vibrant 'performance culture' is one which links: goals, performance assessment and performance management and these features together form an organization capable of continual improvement through producing effective learning.

2.3 Strategy Implementation

Over the two decades strategy implementation has shown that there continues to be an imbalance between the apparent importance of formulation and implementation (Al Ghamdi, 1998; Okumus and Roper, 1998; Okumus, 2001). According to Mintzberg (1994), the weaknesses of strategic management practice are generally associated with the implementation stage and he argues that more than half of the strategies devised by organisations are never actually implemented. Despite the clear importance of this management area and the apparent problems associated with its execution, it has however, been substantially neglected by academics (Alexander, 1985; Edgar and Taylor, 1996; Okumus and Roper, 1998; Aaltonen and Ika°valko, 2002).

In contrast, the process approach emphasizes that successful implementation depends on people changing their behaviour. This involves changing the assumptions and routines of people in the organization, including managers (Dawson and Palmer, 1995; Lorange, 1998; Miller et al., **2004).** Many organizational behaviour studies support the process view, which focuses on managing the interpersonal and intragroup conflicts that can derive from defensive behaviours, personality differences and poor communication (Argyris, 1999; Balogun, 2006; Kanter et al., 1993).

Beer and Nohria (2000) and Johnson and Scholes (2002) argue that the successful implementation of strategy requires a mix of three critical elements taken from the prescriptive planning (hard) and process (soft) approaches. Two elements are from the planning approach: having an appropriate organizational design and structure to implement strategy (Mintzberg, 1979); and having appropriate resource allocation and control - the way this is done shapes the context for deploying strategy (Langfield-Smith, 1997). The third critical element is managing change, from the process approach. It focuses on diagnosing barriers to change; managing political issues, communication, and changes to organizational routines (Pettigrew and Whipp, 1991).

2.4 Challenges of strategy implementation

According to Alexander (1985), the most frequently occurring strategy implementation problems include underestimating the time needed for implementation and major problems surfacing that had not been anticipated, in addition uncontrollable factors in the external environment have an adverse impact.

Reed and Buckley (1988) discuss problems associated with strategy implementation identifying four key areas for discussion. They acknowledge the challenge and the need for a clear fit between strategy and structure and claim the debate about which comes first is irrelevant providing there is congruence in the context of the operating environment. They warn that, although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary based measures and due to their size and the game playing associated budget setting "it is possible for the planning intent of any resource redistribution to be ignored" (Reed and Buckley, 1988, p. 68).

Another problem is when management style is not appropriate for the strategy being implemented, they cite the example of the "entrepreneurial risk taker may be an ideal candidate for a strategy involving growth, but may be wholly inappropriate for retrenchment" (Reed and Buckley, 1988). Goal setting and controls are also recognized as problematic, identifying co-ordinated targets at various levels in the organisation is difficult and the need for control is heightened as uncertainty and change provide a volatile environment, a point supported by Tavakoli and Perks (2001).

More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including, (Beer and Eisenstat ,2000). These comprise: a top-down/laissez-faire senior management style; unclear strategic intentions and conflicting priorities; an ineffective senior management team; poor vertical communication; weak co-ordination across functions, businesses or borders; and inadequate down-the-line leadership skills development (Beer and Eisenstat, 2000).

The present focus on the competency component of the general management responsiveness capability as a key aggregate variable for success is based on Ansoff and McDonnell's (1990) strategic success hypothesis (SSH), which states that the performance of a firm will be optimized when the strategic aggressiveness pursued by the firm and the general management responsiveness capability match the turbulence in the environment. Public organizations are a key setting in which commitments to the common good for all citizens can ferment and grow (Daloz etal., 1996).

Public organizations provide services in many important areas, which include health care, social services, civic membership, and religion among others. Public organizations directly affect the quality of life of millions of people worldwide. The public sector is expected to continue the pace of growth thus generating the need to understand the many components that are essential to their success. This growth will involve the many informal organizations that meet state requirements for incorporation and have boards of directors and are considered public organizations. The general management can be an effective resource for improving the overall organizational performance of Public firms (Bradshaw et al., 1992; Herman and Renz, 1995).

2.5 Rapid Result Initiative (RRI)

Over 58 Public Sector institutions which include central government ministries, local authorities, state corporations and regional authorities have implemented Rapid Results Approach. The central government ministries include all ministries and departments under the Office of the President, state corporations, local authorities launched so far include Mombasa, Nairobi and Kisuinu among others, while all the six regional authorities have launched.

The turning point of adaptation of the RRI methodology in the entire public service however came with its launch and implementation in the entire Office the President, Ministries and Department in September 2006. It not only gave Rapid Results Approach, visibility and publicity, it also stamped a mark of approval and authority of the highest office in the land. The subsequent success manifested during the celebration of the 100-days was therefore just a confirmation that for effective and efficient results the entire public services needed to adapt Rapid Results Approach.

The Minister of State for Provincial Administration and Internal Security while launching the second wave of the RRI noted that it was imperative to reflect back on the gains made during the First wave of RRI implemented between 6th September and 16th December, 2006. There was need also evaluate the current performance in relation to professional standards required under Result-based management. Therefore, the Second wave was to safeguard the past gains and upscale the performance to the required service standards as the country moves towards achieving Vision 2030 (Daily Nation, February 19 2009).

2.5.1 RRI and Goal setting

Implementation of rapid results initiative depends on the goals set by an organization. The underlying premise of goal setting theory is that conscious goals affect what is achieved (Latham, 2004). Goal setting theory asserts that people with specific and challenging goals perform better than those with vague goals, such as "do your best", specific easy goals or no goals at all.

Thus, goal setting theory assumes that there is a direct relation between the definition of specific and measurable goals, performance and expected results: if managers know what they are aiming for, they are motivated to exert more effort, which increases performance and achievement of results (Locke and Latham, 2002, 1990).

Challenging goals are usually implemented in terms of specific levels of output to be attained (Locke, 2002; and Latham, 1990). Locke and Latham, (2002); Rodgers and Hunter, (1991) suggest a positive relation between clear and measurable goals and performance. However, Locke and Latham (1990) acknowledge that task difficulty (which is associated with difficult to measure goals) reduces the impact of clear and measurable goals on performance.

Empirical evidence from the public sector provides somewhat mixed results. For example, Hyndman and Eden (2001) interviewed the chief executives of nine agencies in Northern Ireland and found that a focus in mission, objectives, targets and performance measures had improved the performance of the agency for all stakeholders. Respondents also indicated that the poor implementation of the system as well as the tendency to overemphasize numbers at the expense of judgment could jeopardize performance.

Cavalluzzo and Ittner (2004) examine some of the factors that influence the development, use, and perceived benefits of results-oriented performance measures in US government agencies. Their findings indicate that metric difficulties are negatively associated with perceived current and future benefits from the US government's performance measurement initiatives. This suggests that US agency managers believe that the use of PM-practices may not improve performance in situations where ambiguity of objectives is high.

Although goal setting theory suggests that clear and measurable goals should be positively associated with performance, empirical evidence on this issue in the public sector is inconclusive. The main problem appears to be associated with the impact of clear and measurable goals on long-term, qualitative performance, (Cavalluzzo & Ittner (2004).

2.5.2 RRI and Organizational Change

Organizational change from strategic initiatives can be viewed as a process that is a comprehensive, collaborative and planned process of solving problems. The goal is to achieve changes in assumptions and beliefs so that work content, structures and relationships within organizations can be improved (Rusaw, 2007). Resistance to change can exist at the organizational level; indeed it is argued that organizational change is inherently resisted as the organization tries to neutralize the impact of attempts at change (Kavanagh and Ashkanasy, 2006). Resistance at the organizational level can be caused by the organizational culture and a reluctance to change "how we do things around here", particularly in the bureaucratic or mechanistic cultures that predominate in the public sector.

In addition to organizational resistance to change there is individual resistance. Individual resistance has been attributed to selective perception (that is, we see the world from our own unique perspective), habits, inconvenience or loss of freedom, economic implications (if the change is perceived to impact on pay or other rewards), and security in the past and fear of the unknown (Mullins, 2002). However there is not a uniform individual response to organisational change.

Some people respond more positively through increased job satisfaction as they respond to the chance to grow and learn, while others may react negatively to even the smallest change (Cole et al., 2006). The lack of enthusiasm for change can be related to the concept that any organizational change makes demands on the individual employee in terms of their psychology and physiology (Sverke et al., 2002, Grunberg et al., 2001). Hence it is hardly surprising that individuals may resist organizational change, as it is individuals who then have to meet the demands of meeting these changes. Thus there needs to be a perceived incentive if individuals are to be persuaded of the benefits of change. Armenakis et al. (1999) and Cole et al. (2006) state that change begins at the individual level and therefore resistance or support of any organisational change are in the end individual decisions and behaviours.

Although all organizations face difficulties when undergoing any process of change, it is argued that change within the public sector is more challenging than change in the private sector. In particular, most models of organizational change are designed for private-sector organizations that focus on profit and enterprise goals and have frameworks that can more easily adapt to external change (Rusaw, 2007). This contrasts greatly with public-sector organizations that have legally based purposes, operate under a bureaucratic culture of rules and regulations and are focused on the customer rather than market interests. Furthermore, public-sector cultures are traditionally risk-averse (Maddock, 2002) and this can hinder change, as any change has a perceived risk. Hence, change within the public sector is arguably more challenging than making changes within the private sector.

The complexity and levels of resistance to change mean that there may be many barriers to implementing change strategies, with the public sector frequently presented as reluctant to change (Rochet, 2007). In the public sector, poor communication, lack of transformational leadership and lack of individual "buy in" of new initiatives have been cited as potential barriers to change (Maddock, 2002). Resources and training can also undermine attempts to change, particularly in relation to under-staffing and under-resourcing in the areas of training and new technology (Foster and Hoggett, 1999).

Despite these difficulties, change has become increasingly common across all public-sector organisations (McHugh et al., 1999). Reform measures have been designed to reverse government growth, eliminate annual deficits and make governments run better. They include; introduction of market type mechanism such as government services, establishment of state owned enterprises, formation of industrial agencies and creation of internal markets (Aucoin, 1990; Hood, 1991, Pollit & Bouckaet, 2000). The internal organizational components of reforms are characterized by private sector-based work values, emphasis on RBM and use of performance management system (Boston, martin, Pallot & Walsh, 1991; Kettle, 1994).

2.6 Challenges of RRI

According to Procurement Review, (2005), organizational culture is one of the challenges that rapid results initiatives face. Making the transition to results management requires more than simply adopting new system or process. Results management requires the organization to create and sustain an organizational culture focused on results. This can be challenging in organizations 'hat have traditionally emphasized inputs and processes rather than outputs and outcomes.

The difficult but absolutely necessary transition from managing for outputs to managing for outcomes (results) is likely to encounter resistance. Many desired development results are likely to be incremental and difficult to measure. As a result, managers and staff may tend to shift their workloads to tasks that are easier to measure or achieve rather than staying focused on what is important from a development perspective, (Obong'o, 2007).

One common mistake in the public sector is to design overly complicated results frameworks with large numbers of indicators and targets. Even if these are clearly differentiated from one another, the proliferation of indicators makes monitoring difficult and unfocused and the practical use of the information more difficult. This tendency to make things complicated is a big challenge for successful implementation of RRI.

Insufficient training and organizational support is a challenge to RRI. In many cases, organizations develop elaborate results management systems without paying sufficient attention to the human dimension. The concepts of results management are often new to staff; they represent an altogether unfamiliar way of doing business. If they are not fully supported with sustainable capacity development programs and reference materials, implementation will be jeopardized, (Thornton, 2000).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the research design and methodology of the study. It describes the way the study was designed, the population, the data collection techniques, and the data analysis procedure that were used.

3.2 Research Design

This is a case study aimed at investigating the how the management perceived RRI as a strategy implementation tool at National Social Security Fund. The researcher investigated the objectives of the study in depth using a variety of data gathering methods to produce evidence that led to understanding of the case and answered the research questions which targeted critical staff in NSSF.

Yin (1994) and Stake (1995) attribute a number of benefits accruing from using the case study method. It aids the researcher in getting a holistic view of an event or situation, a view that includes the context as well as the details; ability to lead to a more complete understanding of some aspect of a person, group or event due to the case study method's richness in details. The method has potential to help the researcher in getting effective information that cannot otherwise be collected. The aim was to obtain an in depth understanding on how National Social Security Fund has made use of rapid results initiative as a tool for strategy implementation.

3.3 Data Collection

Qualitative data was obtained from relevant senior managers and section heads at the Operations Department in NSSF because they had taken part in RRI strategy implementation within the organization and therefore had adequate and reliable information. Primary data was collected through interviews of senior managers particularly in the Operations Department. An interview guide was prepared to assist in the collection of the qualitative data. An interview guide was more appropriate for the purposes of getting detailed information in the area of this study. Secondary data was collected from performance reports, strategic plans, newsletters and other relevant documented materials

3.4 Data Analysis

Content analysis was used considering the qualitative nature of the data that was collected through in-depth personal interviews. This technique used a set of categorization for making valid and replicable inferences from data to their context (Baulcomb, 2003). This offered a systematic and qualitative description of the objectives of the study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter details the findings of the study as captured in the interview guide. The study aimed at achieving two objectives: To assess the management's perception of RRI as an implementation tool at NSSF and to establish the challenges faced by NSSF in RRI implementation. The findings of the study are presented and discussed in line with the objectives of the study.

4.2 Respondent's Profile

Data was collected using in-depth interviews aided by an interview guide from fifteen respondents from the operations department of NSSF. The interviews were administered to all the fifteen respondents who gave various views about the rapid results initiative as an implementation tool in NSSF. The respondents were mainly senior managers in the department who were involved in the initiation, planning and implementation of RRI implementation strategy.

4.3 Organization's profile

The National Social Security Fund was established in 1965 under CAP 258 Laws of Kenya. It has been receiving contributions since 1966. Initially the fund operated as a government department under the Ministry of Labour but as its membership grew and its operations became complex, the NSSF Act was amended in 1987 to transform it into a State Corporation.

Since 1988, the Fund has been operating under a Board of Trustees, which is constituted by representatives of 3 key stakeholders: the government, workers, and employers. The organization's objective is to provide social security for its members across the country and in the diaspora.

4.4 Perception of RRI as a strategy implementation tool at NSSF

The interview guide sought responses on how the management perceived rapid results initiative as a strategy implementation tool and challenges that were faced in the rapid results initiative implementation in NSSF. The management perceived that RRI implementation would improve the contributions and bring about growth in member registrations and therefore this study aimed to establish that.

4.4.1 Implementation strategies in the public sector

Respondents described implementation strategies in the public sector to be adhoc, bureaucratic, of poor quality, slow and in some cases never implemented at all. More than half of the respondents felt that the reasons for poor implementation of strategies are not only characterised by the long processes but also by; poor change management, lack of commitment to strategy, poor coordination of activities and rigid government structures.

Poor leadership, planning, communication and coordination of responsibilities were also mentioned as some of the challenges faced by the public sector in implementation of its strategies. Poor governance and limited organizational practices for RBM, poor linkages of responsibilities and accountability and lack of 'information culture' have resulted to ineffective and inefficient service delivery and generally poor performances at all levels.

4.4.2 Implementation strategies in NSSF

The respondents described strategy implementation in this pension schemed to be ineffective, inefficient, unsatisfactory, slow, and generally of poor quality. This was attributed to challenges which affect successful strategy implementation in the public sector. These include; Lack of commitment to strategies formulated, poor leadership and coordination, poor change management, inadequate planning and poor communication.

The respondents were also asked whether there were any other implementation strategies which had been used in the organization previously. All of them seemed to be aware that the Fund had used other strategies previously in order to achieve results. These included; Decentralization, formation of a compliance monitoring unit (CMU), reforms strategy, performance contracting and setting of performance targets.

Decentralization strategy which is a process of dispersing decision making governance closer to the people/members was executed in this organization between 2000 and 2005. This exercise involved taking services like registration of members, payment of benefits, authorization to procure, finger print examination, making certain enforcement decision and budgeting to the branch level. Initially, all these managerial duties were being performed at the headquarters. According to the respondents, this strategy brought about improved performance by the enforcement staff, some increase in the number of people registered, reduction in number of days for benefit payment, some increase in amount of contributions collected and customer satisfaction.

The compliance monitoring unit (CMU) was constituted in early 2009 with the aim of monitoring the implementation of strategies in the branches. The management of the operations department has constituted a team of experienced officers to be conducting both random and planned branch visits periodically. This has helped the branches to be on their toes ensuring that they have a uniform code of ethics in all areas. The respondents said that this strategy has led to improved compliance, coverage and an increased customer base. Accountability and integrity have also been fruits of the CMU strategy.

The reforms strategies have been ongoing where by the headquarters has been helping the branches to optimize on their potential in order to achieve maximum results in various areas. This included supporting staff by continuous training on some issues like employee's roles and responsibilities in the organization, standards, and results based management. Field assessments have shown those organizational factors, such as lack of clarity about roles and responsibilities for decision-making at district level; failure to actively distribute or introduce policies, norms, and standards; and ambiguity surrounding the flow of information throughout the system has a direct influence on performance (ADB, DFID and World Bank 2004; Mills, 1990). It is argued that without an environment that supports human resources and values performance, strategies cannot be implemented effectively.

Performance contracting has been in use in NSSF in the last four years. According to (Lafaive, 2000), a performance based contract is one in which an organization spells out the final outcome or product that they want but leaves to the contactor the discretion for achieving the objective. Such contracts give public officials the opportunity to design agreements that are tied to some performance objectives. Respondents noted some minor improvement in contributions collected.

4.4.3 Why RRI as a strategy implementation tool at NSSF

Rapid results initiative was implemented in this organization in the period September to mid November, 2009. The Operations department particularly carried out this initiative over a period of exactly 100 days.

In response to the question on why NSSF decided to use RJRI as a strategy implementation tool, the interviewees were unanimous is answering that it was a new government's results based management initiative and therefore they wanted to test it. According to them, the need for sustainable performance improvement in NSSF is more likely to result from a strategy that focuses on results or outputs and not inputs as it has been the case. The respondents also said that the organization had been characterised by long bureaucratic implementation processes which were very slow, ineffective and inefficient and therefore the much needed fast tracking of implementation was very much welcome.

The need to comply with the public sector reforms program was also another reason that the respondents gave. The government program intends to use RRI as a RBM tool in order to improve the quality and efficiency of services the government is delivering to Kenyans. The goal is to make sure that Kenyans get good value for their money which they have invested in the government through their taxes (Obong'o, 2007).

4.4.4 Effects of RRI in NSSF

All the respondents felt that there was a positive change which came with RRI implementation. Improvement in compliance, increase in coverage base, growth in registrations and most significantly; increased total contributions collected.

The respondents added that, the compliance process improved in a significant way because of the frequency of field visits having in mind that the RRI implementation took place in a period of 100 days. The intensity and quality of compliance by the enforcement officers was improved. This led to improved service delivery and customer or member responses.

Some of the respondents felt that RRI led to the increase in coverage base where by more companies and employees (members) were visited and attended to. This in turn led to a growth in member registrations and more contributions collections. Member complains were also attended to and generally customer service delivery was improved due to this strategy.

Growth was also realized in the number of registrations for NSSF membership during this period. The respondents pointed out that the organization benefited from new registrations from employers, employees, top-ups and voluntary due to the RRI strategy. This was all attributed the rapid results initiative.

All respondents said that the amount of contributions collected improved in the financial year when RRI was carried to. Performance analysis reports show a significant improvement in contributions collected in 2009/2010 financial year as compared to the previous financial years. The respondents who are senior officers in the operations department attributed this increase to the implementation of RRI in the department.

4.5 Challenges of RRI in NSSF

Implementation of this strategy was faced by a number of challenges. During the RRI implementation, the organization was challenged by lack of enough resources both physical and human. Resources like transport, equipment and other material required for the exercise were not adequate and therefore posed a big challenge. Lack of enough members of staff to carry out implementation in various companies and branches was also a challenge. This limited the output of this initiative to some extent.

Resistance to change by some staff was also a challenge faced during that period. Staff members were used to implementing by the usual long processes and therefore could not embrace the new strategy of fast tracking implementation. Some staff did not seem to understand the urgency of implementation with the 100 days. However this was tackled by staff training at branch levels with the aim of ensuring that the staff understood the initiative and that they were fully equipped with the information they would need during the campaigns.

Poor planning was another challenge faced when carrying out the RRI campaigns. This was characterised by poor leadership and coordination of activities. A lot of time was therefore wasted in trying to plan for resources and activities during the exercise something which would have been done at the onset. According to the respondents, poor planning was experienced from the point of Rolling out and through out the implementation period.

Finally, the challenge of RRI tool's design overly complicated results frameworks with large numbers of indicators and targets. Even if these are clearly differentiated from one another, the proliferation of indicators makes monitoring difficult and unfocused and the practical use of the information more difficult. This tendency to make things complicated is a big challenge for successful implementation of RRI.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussions, conclusions, limitations and suggestions for further research. The chapter summarizes the findings of the study in relation to the objectives of the study. The first objective was to assess the management's perception of rapid results initiative as a strategy implementation tool in NSSF and secondly to identify the challenges faced by NSSF in RRI implementation. In this chapter, the researcher summarizes findings from this study and provides the conclusions of the study. The researcher also presents recommendations on areas that were found to have gaps. Lastly, the researcher concludes with suggestions on areas that need further research in relation to this subject.

5.2 Summary and Discussions

In summary, the analysis shows that RRI as a RBM tool in NSSF led to improved compliance, increase in coverage base, growth in member registrations (employer, employees and voluntary) and a significant increase in contributions collected. This was attributed to the focus on the organization's shift from a process based strategy implementation to a results/ output based one.

5.2.1 Implementation strategies in the public sector

Implementation strategies in' the public sector were described as bureaucratic, of poor quality, slow, ineffective and inefficient. The respondents felt that the reasons for poor implementation of strategies are due to long rigid processes of implementation cultures, poor change management, lack of commitment to formulated strategies, poor coordination of activities and responsibilities, rigid government structures, unfocused leadership, poor planning and communication.

5.2.2 Implementation strategies in NSSF

Comparable to the public sector, the respondents described strategy implementation in this pension schemed to be ineffective, inefficient, unsatisfactory, slow, and generally of poor quality. Lack of commitment to formulated strategies, poor coordination of activities and responsibilities, rigid government structures, unfocused leadership, poor planning and communication are some of the factors affecting strategy implementation.

According to the findings, the pension scheme had previously made use of other implementation strategies in an effort to achieve results and improve its compliance, coverage and service delivery to its members. These included: Decentralization, formation of a compliance monitoring unit (CMU), reforms strategy, performance contracting and setting of performance targets. To a small extent, all the aforesaid implementation strategies resulted to growth in member registrations, increase in amount of contributions collected and generally improved service delivery to the Fund's members.

5.2.3 Why RRI as a strategy implementation tool at NSSF

Being a new government's results based management initiative, NSSF wanted to make use of this tool. According to the respondents, the need for sustainable performance improvement in NSSF was more likely to result from a strategy that focused on results and not inputs as it had been the case was another reason for RRI implementation. There was therefore need for the use of a specific, short timeframe in which to accomplish the goals and give the actions a sense of urgency that is often missing in bureaucratic organizations. The need to comply with the public sector reforms program was also another reason that the respondents gave.

5.2.4 Effects of RRI in NSSF

Significant improvement in compliance, increase in coverage base, increased number of registrations and most significantly; increased total contributions collected are some of the perceived effects of RRI in the fund. Growth was also realized in the number of registrations for NSSF membership during this period that RRI was carried out. The respondents pointed out that the organization benefited from new registrations and top-ups due to the RRI strategy. According the registration performance report, during the year 2009/2010 the Division registered 60,764 against the initial target of 5,500 due to the RRI Exercise carried within Branches across the country.

Most significantly, the amount of contributions collected improved in the financial year when RRI was carried to. Performance analysis reports show a significant improvement in contributions collected in 2009/2010 financial year as compared to the previous financial years.

A huge growth of 13.7% in contributions was realized in the year 2009/2010 whereby Kshs. 6,161,409,623 in comparison to the previous financial year's of Kshs. 5,417,592,439.

5.2.5 Challenges of RRI in NSSF

Inadequate resources both physical and human, resistance to change by some staff, inadequate support from top management, poor planning and coordination, lack of commitment to strategy and poor communication are some of the challenges which faced implementation of the rapid results initiative in NSSF. Those challenges were consistent with those reported by (Green, 1992), (Elizabeth et al, 2004) and (Conyers 1981, Collins 1989).

In overcoming some of these challenges, the fund spend more time planning for subsequent RRI exercises, collaborated with its branches in order to share resources, conducted in house training for staff who had not been trained on RRI and finally provided incentives for staff to encourage them to carry on with the tough exercise. There is therefore need for management to consider integrated planning whereby involvement of other Departments like Finance and Human Resources would ensure smooth implementation of strategies in the Operations Department. According to (Green, 1992), the efficiency and effectiveness emerge through integrated planning. Practices focus on efficiency and effectiveness to produce these intended results.

According to (Plumptre, 1999), poor linkages of responsibilities and accountability (Shah, 1998) and lack of 'information culture' have resulted in poor performances at all levels. This was another challenge that was faced by NSSF in RRI implementation. This was characterised by poor governance and limited organizational practices for evidence-based decision-making.

5.3 Conclusion

The findings of the study have shed adequate light to draw pertinent conclusions about management's perception of RRI as a strategy implementation tool in NSSF. Rigid government structures, poor planning and coordination, long implementation processes are some of the challenges faced by government corporations in strategy implementation. These factors normally lead to a poor quality, ineffective and inefficient service delivery to Kenyans. However, through the rapid results initiative, the Fund has been able to improve on its compliance, increased coverage in customer base, increased member registrations and above all increase the amount of contributions collected.

The study also points out that the initiative was not implemented smoothly but was faced by some challenges. Poor planning and coordination, inadequate resources, lack of training for staff and change resistance are some of the challenges which faced the organization while implementing the initiative. Training, resource improvisation, rewarding and sanctioning employees were some of the ways that the management tackled the aforesaid set backs.

5.4 Recommendations

The study recommends that the national social security fund should strive to maintain and sustain results based management initiatives as opposed to process based. As improved compliance and increased coverage continues, the organization should keep on focusing on results oriented initiatives like RRI in order to continue serving its members effectively and efficiently. The study further recommends that initiatives like RRI should always be used so as to continually lead to growth in the amounts of collections collected and number of members registered.

On training, the organization has to realize that successful strategy implementation is only possible if the human resource involved has adequate relevant skills and technical know how. Training should therefore be frequent, content oriented and adequate. Thorough training should be undertaken before such initiatives are rolled out with an aim to empower managers and other staff implementing the strategy.

On poor change management and resistance to change, the Fund should realize that when an organization's culture is out of sync with what is needed for strategic success, the culture has to be changed as rapidly as can be managed. Successful culture change in this instance from a process orientation to a results based orientation should be led by the top management. Only top management has the power and organizational influence to bring about a major change in an organization's culture.

Finally, the study points out that poor planning is one of the challenges that faced NSSF in RRI implementation. The organization should therefore invest time in proper planning before implementation of any strategy. According to an old management saying, failing to plan is planning to fail. It is therefore very mandatory for the organization to plan well for its strategies, activities as well as resources in order to succeed in strategy implementation.

5.5 Limitations of the study

The limitations of the study included difficulty in accessing the respondents due to their busy schedules which allowed minimal time with them during interviews. Most of the respondents are very busy and their nature of work involves a lot of travel and busy schedules. This did not provide opportunities for further probing.

Secondly, there were limitations of measurement which are common to social researches. Respondent's perceptions may change over time and across different personalities. The responses were also based on the judgment of the respondents and this could be subjective. In addition, respondents may have given biased or dishonest responses.

5.6 Suggestions for further research

On further research, effects of RRI as strategy implementation tool can be carried out on other public corporation in Kenya and a cross-sectional survey design used to compare and make generalizations. Studies could also be carried out in the public sector to find out the perception of management in the use of RRI as an implementation tool but focus could be on performance or innovation. Similarly, studies could be done on the same but focusing on a different unit of study like various stakeholders like customers and employees in order to find out the effect of RRI as an implementation tool.

5.7 Implication on policy and practice

Public corporations are still struggling to find out how to achieve comprehensive outcome/ results oriented service delivery through various strategy implementation strategies like reforms, decentralization and re-structuring. The findings from this study therefore recommend RRI as a RBM tool because it fast tracks implementation thus eliminating long processes of implementation. The experience gained may be utilized for scaling-up such RBM initiatives in other public corporations.

NSSF's commitment should remain at the core of RBM initiatives because most public corporations have improved on service delivery and increased their revenue collections during the 1st and 2nd wave of RRI. Anecdotal reports show that effectiveness, efficiency and quality of service delivery has immensely improved in all the government ministries and departments where RRI has been implemented.

Finally, on practice implication, poor planning is one of the challenges that faced NSSF in RRI implementation. The organization should therefore invest time in proper planning before implementation of any strategy. Planning is very essential for successful implementation of any strategy or even project. It is therefore a very good practice to plan before implementation. According to (Green, 1992), the efficiency and effectiveness emerge through integrated planning. Practices focus on efficiency and effectiveness to produce these intended results.

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APPENDICES

Appendix 1: Interview Guide

Section 1: Respondent's profile

Position in the organization:

Department:

Section/Division:

This Interview guide has been prepared in relation to the objectives of this study. It seeks to establish the effects of Rapid Results Initiative as a strategy implementation too! in National Social Security Fund. The information provided will only be used for academic purposes and will be treated with utmost confidentiality.

Section 2: Management perception of Rapid Results Initiative as a strategy implementation tool at National Social Security Fund.

1. How would you describe implementation strategies in the public corporations?

2. How would you describe implementation strategies in the National Social Security Fund?

3. Were there any other implementation strategies that had been used previously?

4. If yes (above), what were the results?

5. Why did you decide to use RRI as a strategy implementation tool in NSSF?

6. What were the effects of using RRI in the organization?

7. What variables did you use to measure the effects of RRI?

8. Did you face any challenges while using the RRI implementation tool?

11. Briefly show how you tackled them.

12. Did you get adequate support from the Top management?

Thank you for your cooperation.

Appendix II: Complementary Letter to Respondents

Date

University of Nairobi

School of Business

P.O BOX 30197

NAIROBI

To whom it may concern

The bearer of this letter

Registration no:..is a Master of Business Administration (MBA) student at the University of Nairobi.

The student referred to as above is required to undertake a research on an identified topic on Rapid Results Initiative as a Strategy Implementation Tool at the National Social Security Fund (NSSF).

We would therefore appreciate your assistance in enabling the student to collect data. All information collected will be treated as confidential by the researcher. The results of this study will be used solely for academic and in no way will your organization be implicated in the research findings.

A copy of the report will be availed to the interviewed organization upon request.

Thank you.

Coordinator MBA program

Appendix III: Letter of Approval for Data Collection

National Social Security Fund
P.O BOX 30599
Nairobi

To whom it may concern

RE: Approval for Data Collection

This is to confirm that Sheila Ngutu requested to be allowed to collected data for academic purposes and has already done so. Ms Ngutu collected data specifically from the Operations Department which had implemented the RRI exercise.

Incase of any clarification, do not hesitate to get back to us.

Faithfully,

Carolyne Omondi

Assistant manager, Operations Department.

Appendix IV: NSSF 5 year contributions analysis report

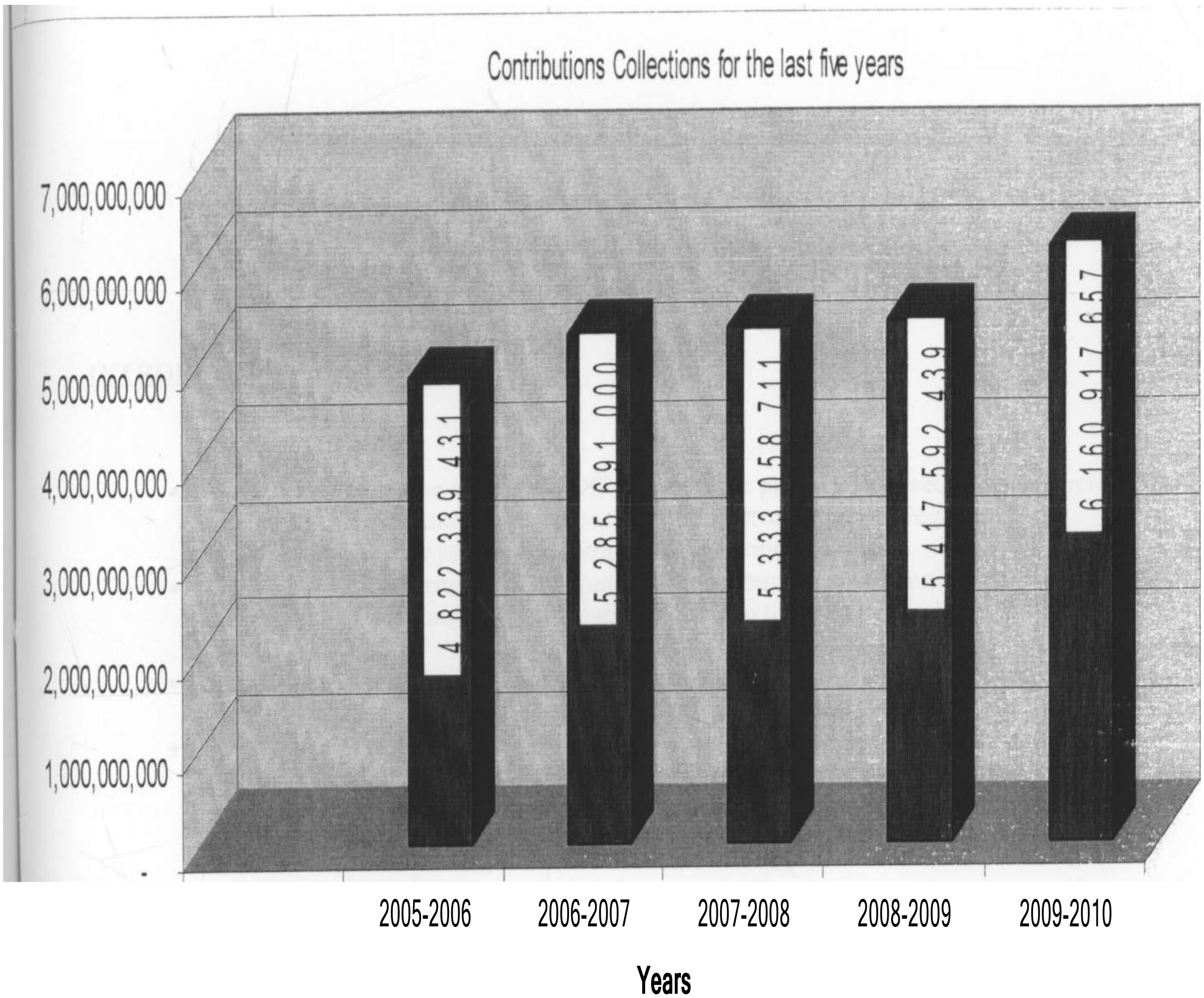
OVERALL CONTRIBUTIONS ANNUAL REPORT 2005/06- 2009/10

-BRANCH	2005-06	2006-07	2007-08	2008-09	2009-10
rjty Centre	547,395,428.87	623,334,912.50	788,400,558.45	794,232,913.00	824,103,244
industrial Area	546,119,446.52	637,799,874.59	717,572,311.41	710,407,362.00	926,325,443
(Vestlands	400,497,808.18	471,194,478.00	533,480,021.80	587,351,907.00	622,686,012
Hill	924,661,224.00	1,056,049,910.41	696,670,097.00	625,317,527.00	630,857,753
TOTAL	2,418,673,907.57	2,788,379,175.50	2,736,122,988.66	2,717,309,709.00	3,003,972,452
Kiambu	118,557,486.35	126,975,530.35	131,788,923.80	146,239,865.00	178,508,431
Machakos	117,096,751.65	114,596,009.00	139,110,805.51	169,887,845.00	176,223,455
Makueni	19,441,131.00	19,000,679.00	17,728,353.00	18,651,279.00	27,245,256
TOTAL	255,095,369.00	260,572,218.35	288,628,082.31	334,778,989.00	560,485,573
Mombasa	448,924,267.00	450,700,109.00	460,814,959.00	409,248,146.00	494,065,042
Malindi	42,466,458.45	45,769,741.00	50,174,490.45	55,570,242.00	76,571,595
Vci	19,170,644.00	19,848,291.00	22,093,819.00	22,065,383.00	27,903,109
Ukunda	34,943,054.60	35,355,958.90	38,699,121.05	47,544,598.00	51,364,910
TOTAL	545,504,424.05	551,674,099.90	571,782,389.50	534,428,369.00	649,904,656
tyeri			63354948.15		79,998,434

	58,736,630.45	62,536,940.00		64,923,688.00	
Thik[a]	164,002,196.20	174,414,833.30	192,339,468.00	195,813,926.00	232,828,916
Kyahururu	25,686,294.00	31,487,179.00	34,905,963.00	39,764,893.00	33,457,430
Nanyuki	43,462,109.00	51,429,760.00	61,845,644.00	63,819,192.00	70,270,848
Uuranga	36,369,857.45	42,069,501.05	44,543,758.45	51,856,458.00	55,051,291
Kerugoya	22,320,965.00	23,371,375.00	25,250,356.00	25,453,688.00	29,076,741
TOTAL	353,275,301.70	385,309,588.35	422,240,137.60	441,631,845.00	500,683,660
Nakuru	157,671,497.50	159,431,802.00	160,752,144.00	171,410,051.00	191,474,928
Naivasha	162,970,014.54	167,353,571.00	184,794,451.00	180,924,280.00	189,830,506
Kericho	201,733,022.60	197,889,474.50	183,861,401.10	197,329,846.00	220,826,725
Narok	17,736,381.00	16,461,811.10	18,044,898.00	23,405,971.00	28,196,429
Sotik	59,559,167.30	63,896,878.70	59,290,567.70	66,834,402.00	71,451,250
TOTAL	599,670,082.94	605,033,537.30	606,743,461.80	639,904,550.00	701,779,838
Bdoret	106,247,892.00	105,186,832.00	121,422,735.85	121,433,283.00	133,137,462
Utale	40,615,229.35	41,255,878.25	50,525,416.00	47,144,204.00	64,044,178
<aPsabet	83,427,306.30	88,243,350.20	78,503,074.50	76,528,453.00	90,012,009
Garnet	10,197,091.00	9,498,660.00	12,306,649.00	15,221,778.00	21,714,549
TOTAL	240,487,518.65	244,184,720.45	262,757,875.35	260,327,718.00	308,908,198

<'— Ernbu	25,328,511.95	27,503,590.25	27,476,617.60	30,822,983.00	36,782,134
Meru	64,801,162.65	74,332,442.00	71,647,339.00	68,942,301.00	92,324,595
Kitui	9,647,500.65	12211651.1	10,627,094.00	10,605,296.00	14,749,985
Mwingi	5,613,694.35	5,739,068.00	6,093,870.00	7,320,767.00	7,675,605
TOTAL	105,390,869.60	119,786,751.35	115,844,920.60	117,691,347.00	151,040,352
Kisumu	92,809,426.00	102,397,903.00	100,878,586.00	104,428,811.00	137,946,287
Kisii	45,619,885.90	47,022,924.00	46,588,177.30	52,018,092.00	63,396,668
Homabay	33,934,079.00	35,656,558.00	36,058,386.90	42,490,944.00	51,981,983
Siaya	10,640,209.40	13,114,768.40	12,023,291.00	19,377,904.00	21,897,170
TOTAL	183,003,600.30	198,192,153.40	195,548,441.20	218,315,751.00	275,222,108
Kakamega	56,284,076.80	53,813,863.20	61,201,728.35	70,602,342.00	79,324,860
Bungoma	49,415,390.00	58,048,178.50	41895883.05	47,049,477.00	72,155,090
Busia	9,277,417.60	9,056,438.30	11,562,120.00	16,717,188.00	28,497,031
TOTAL	114,976,884.40	120,918,480.00	114,659,731.40	134,369,007.00	179,976,981
Garissa	6,261,473.00	11,640,275.40	18,730,683.00	18,835,154.00	24,525,565
TOTAL	6,261,473.00	11,640,275.40	18,730,683.00	18,835,154.00	24,525,565
		5,285,691,000.00	5,333,058,711.42	5,417,592,439.00	6,161,409,623

Source: Operations Department Contributions Report



Source: Operations Department Contributions Report

Appendix v: NSSF Registration Performance Report

REGISTRATION DIVISION PERFORMANCE

REVIEW FOR THE PERIOD JULY 2009 - JUNE 2010

10™ SEPTEMBER, 2010

INTRODUCTION

- Employer registration with the NSSF is one of the primary legal requirements before any meaningful business transactions can commence. The next requirement is registration of employees of the company in question.
- Once registration formalities are complete, contributions can commence and the corresponding accounting of the contributions into the member accounts can take place.
- It must however be emphasized that a successful registration must be confirmed to have taken place at the main computer, otherwise all else may be in vain.
- Needless to say, any registration effort must be made by a properly/dully authorized officer (at lease the Supervisor in-charge of Employer Registration) of the Fund whose authority by way of signature, name and designation must be established before the final registration of the Computer can be effected.

DIVISIONS PERFQRMANCE-2009/2010

During the year 2009/2010 the Division registered **60,764** against the initial target of **5,500** due to the **RRI Exercise** carried within Branches across the country.

At the same period the Division managed to register **260,785** against a target Of **235,000.**

During the period a total of **19,668** voluntary contributors were recruited against a target of **15,000.**

BRANCH PERFORMANCE -2009/2010

(i) Employer Registration

BRANCH	ACTUAL	TARGET	VARIANCE	% PERF.
1) KIAMBU	4002	90	3912	4447
2) EMBU	1038	61	977	1702
3) NAIVASHA	924	60	864	1540
4) KERUGOYA	364	25	339	1456
5) WESTLANDS	10540	755	9785	1396
6)THIKA	1254	90	1164	1393
7) INDUSTRIAL AREA	11106	802	10304	1385
8) CITY CENTRE	11452	890	10562	1287
9JKISUMU	1018	120	898	848
10) MERU	668	80	588	835

11) MAKUENI	384	50	334	768
BRANCH	ACTUAL	TARGET	VARIOUS	%PERF
12) MACHAKOS	1530	220	1310	695
13) NAKURU	1442	210	1232	687
14) NANYUKI	426	65	361	655
15) KAPSABET	382	60	322	637
16) HILL BRANCH	4302	700	3602	615
17) MALINDI	1236	210	1026	589
18) KISII	556	95	461	585
19) SIAYA	146	25	121	584
20) KITALE	454	80	374	568
21) MOMBASA	2956	560	2396	528
22) UKUNDA	670	130	540	515

23) SOTIK	418	85	333	492
24) KABARNET	132	35	97	377
25) HOMABAY	458	100	358	458
26) KERICHO	274	61	213	449
27) ELDORET	610	170	440	359
28) BUSIA	210	61	149	344
29) KAKAMEGA	498	151	347	330
30) NYERI	198	61	137	325
31) MWINGI	120	40	80	300
32) KITUI	164	61	103	269
33) GARISSA	188	70	118	269
34) BUNGOMA	160	62	98	258

35) VOI	142	60	82	237
36) NYAHURURU	136	60	76	227
37) MURANGA	140	65	75	215
38) NAROK	66	45	21	147

(ii) Employees

BRANCH	ACTUAL	TARGET	VARIANCE	% PERF.
1 MALINDI	3960	2894	1066	137
2 EMBU	2610	1933	677	135
3 KAPSABET	6084	4569	1515	133
4 MAKUENI	1489	122	267	122
5 KERUGOYA	1202	1008	194	119
6 VOI	1589	1338	251	119

7 MOMBASA	24675	21213	3462	116
8 MWINGI	588	510	78	115
9 BUSIA	1323	1159	164	114
10 KAKAMEGA	3497	3073	424	114
11NAKURU	10153	8951	1202	113
12 CITY CENTRE	18847	16790	2057	112
13SIAYA	1622	1493	129	109
14 KITALE	3272	3079	193	106
15 THIKA	13381	12606	775	106
16 K1AMBU	7252	7000	252	104
17 KABARNET	1335	1299	36	103
18 KISUMU	8080	7933	147	102

19 HILL BRANCH	39329	39066	263	101
20 SOTIK	3915	3972	-57	99
21 MURANGA	1675	1709	-34	98
22 WESTLANDS	13218	13777	-559	96
23 MACHAKOS	10573	11208	-635	94
24) MERU	3763	4003	-240	94
25) NYERI	3872	4144	-272	93
26) ELDORET	6790	7293	-503	93
27) KITUI	796	856	-60	93
28) BUNGOMA	2094	2311	-217	91
29) KERICHO	8896	9919	-1023	90
30)HOMABAY	1484	1733	-249	86 1

31) NANYUKI	5442	6383	-941	85
32)GARISSA	1416	1678	-262	84
33) KISI1	3828	4562	-734	84
34) UKUNDA	2312	2778	-466	83
35INDUSTRIAL AREA	25018	30077	-5059	83
36) NAROK	1305	1696	-391	11
37) NYAHURURU	2149	2832	-683	76
38) NAIVASHA	7970	10642	-2672	75

(iii) Voluntary

BRANCH	ACTUAL	TARGET	VARIANCE	% PERF,
1) KABARNET	368	150	218	245
2) HILL BRANCH	6362	3300	3062	193
3) THIKA	638	400	238	160

4) MACHAKOS	366	250	116	146
5) KERICHO	1800	1299	501	139
6) MERU	278	210	68	132
7) ELDORET	1216	1000	216	122
8) KISUMU	630	600	30	105
9JINDUSTRIAL AREA	1255	1200	55	105
10) MOMBASA	1061	1100	-39	96
11) MURANGA	240	250	-10	96
12) KIAMBU	375	400	-25	94
13)KAPSABET	412	500	-88	82
14) BUSIA	196	250	-54	78
15) EMBU	128	171	-43	75

16) NAKURU	353	500	-147	71
17) KAKAMEGA	175	250	-75	70
18) NANYUKI	172	250	-78	69
19)CITY CENTRE	1252	1950	-698	64
20) NYERI	181	300	-119	60
21) UKUNDA	75	150	-75	50
22) SOTIK	287	600	-313	48
23) MALINDI	90	200	-110	45
24) NAIVASHA	171	400	-229	43
25) NYAHURURU	61	150	-89	41
26) WESTLANDS	399	1000	-601	40 i i 1
27) VOI	76	200	-124	38

28)BUNGOMA	168	450	-282	37
29)KITALE	142	400	-258	36
30) MWINGI	34	100	-66	34
31) SIAYA	108	350	-242	31
32) KISII	404	1446	1042	28
33) KITUI	33	150	-117	1
34) GARISSA	20	100	-80	20
35) KERUGOYA	60	310	-250	19
36) NAROK	42	250	-208	17
37)HOMA BAY	27	200	-173	14
38) MAKUENI	13	100	-87	13