



Public Service Reform & Development Cabinet Office, Office of the President

Results For Kenyans

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***Rapid Results Initiatives Report
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“Results for Kenyans”



EXECUTIVE SUMMARY

The Government is pursuing a national development agenda that seeks to instill rapid and sustained economic growth and reduce the high incidence of poverty through wealth and employment creation. This development agenda is laid out in the Economic Recovery for Wealth and Employment Creation (ERS) and accords priority to improving the performance of the public service in its dual role of providing services and facilitating the growth of the private sector.

The need to make Public Service more effective, efficient and ethical in facilitating economic recovery and wealth creation, led to the establishment of the Public Service Reform and Development Secretariat (PSR&DS) through Cabinet Memo No. (04) 106 of 24 September 2004. The Government similarly mandated PSR&DS to spearhead the implementation of Results Based Management (RBM) in the Public Service to improve performance and service delivery and governance.

In this regard, PSR&DS has initiated reform interventions in recognition of the paradigm shift in public management towards:

- transformative leadership, attitudinal change and inculcating a culture of continuous learning and performance improvement in the Public Service;
- building core and managerial skills and competencies in the Service;
- process re-engineering and improving internal efficiencies in the Public Service for delivery of Results;
- promotion of civic engagement through stakeholder partnership policies
- improving Government's responsiveness to Kenyans through adoption of appropriate Information, Education and Communication strategies.

PSR&DS has similarly adopted the Rapid Results Approach towards the realization of its national development agenda, and specifically, the implementation of RBM. RRA enables institutions and their stakeholders to collaborate in a new team spirit and lets them tap into their full potential of energy and creativity. The approach therefore provides a structured methodology for building and practicing management disciplines that are required for successful implementation of planned projects. The decision to adopt the RRA strategy is in recognition of the successes of this methodology in improving the implementation and success rates of planned projects locally and internationally.

RRA will be applied in facilitating the implementation of Ministry/institutional Strategic plans and performance contracts. This methodology was first piloted in a number of Ministries such as the Ministry of Water and Irrigation, Immigration and Registration of Persons, Local Government, Health and Agriculture. Work is currently on-going in the Ministries of Gender, Culture and Sports as well as Planning and National Development and Health. RRA was also launched in the National AIDS Control Council (NACC).

This report discusses what was achieved in the Ministries of Health, Agriculture, Water and Irrigation, Local Government and Immigration and Registration of Persons. It also shares some of the critical lessons learned during the implementation and finally, gives a brief of the scale up plans for adoption of RRA in the entire Public Service, towards the achievement of "Results for Kenyans " that are efficient, effective and ethical.



CHAPTER ONE

CONTEXTUAL BACKGROUND

1.0 Introduction

The Government is pursuing a national development strategy that seeks to instill rapid and sustained economic growth and reduce the high incidence of poverty through wealth and employment creation. This strategy is being implemented by: (a) creating a competitive market conditions for private sector led growth; (b) directing resources towards wealth and employment creation; (c) supporting both effective and efficient public sector performance and service delivery.

The strategy accords high priority to economic recovery and improving the performance of the public service. The foundation upon which to build the envisaged substantial recovery and reforms is already laid out in the Economic Recovery for Wealth and Employment Creation (ERS). To ensure its implementation the Government adopted Results Based Management (RBM) approach in the entire public service in 2004. Result Based Management (RBM) is a participatory and team based approach designed to achieve defined results by improving planning, programming, management efficiency, effectiveness, accountability and transparency.

RBM is an effective tool for managing performance to achieve desired results. The introduction and implementation of this management concept in the public service is therefore aimed at focusing the public servants mind-set on results in service delivery to citizens. It is also about institutional as well as individual performance, both in quality and quantity; hence RBM will focus attention and resources on the achievement of definite objectives prescribed and the targets prescribed in the Economic Recovery Strategy (ERS). The key elements of RBM are:

- I. Performance target setting- the process of setting performance targets for ministries/departments, groups or individual in carrying out specific work assignments.
- II. Performance Planning- the process of establishing a shared understanding of what is to be achieved, and how it is to be achieved and managing resources to ensure successful implementation.
- III. Performance Monitoring and Reporting
- IV. Performance appraisal- the process of evaluating organization, group or individual performance against predetermined targets.

For that reason it is expected that the institutionalization of RBM within the public service will enable each ministry/department and public service institutions to come up with clear performance objectives in line with the ERS targets, delineate the activities to help in the achievement of such objectives and determine the roles to be played by each individual staff member involved in the service delivery process. The shift to results orientation entails a transformation of current processes and procedures to focus on achieving "Results for Kenyans".

1.1 The Role of Public Service Reform and Development Secretariat

In order to ensure successful institutionalization of RBM in the Public Service PSR&DS will provide the following support to Ministries/Departments and other public institutions:

- Building technical and professional capacity within Ministries and public institutions to effectively apply current public management policies, systems and tools to achieve strategic results for Kenyans;
- Building the capacity of Ministerial Management Units (MMU) members to ensure consistency in implementa



tion and application of RBM principles;

- Allocating programme resources to line Ministries to support implementation of RBM and other reforms.
- In implementing the RBM, the Secretariat will operate from the premise that Kenyans have a right and need to know and to monitor progress towards the achievement of agreed national priorities, and so the PSR&DS will implement an IEC strategy.
- Facilitate the application of RRA in implementation of ministerial strategic plans and performance contracts.

Component 1: Results Office. This office:

- Supports the development and institutionalization of an integrated Performance Management Framework for implementation of set target based on the ERS and Ministerial/Institutional Strategic and work plans;
- Provides the forum for inter-agency solutions to challenges (reform issues) that impede on achievement of results based on their ERS targets
- Facilitates the development of performance management tools such as the Balanced Score Card, common performance management matrix, the new Performance Appraisal System and Management Accountability Framework for Leaders;
- Monitor and report Public Service Results to Kenyans;
- Oversee implementation of Rapid Results Initiatives.

Component 2: Public Service Reform and Development Coordination

Under this component, the PSR&DS seeks to create linkages with other public sector reform initiatives to facilitate coordination and more efficient service delivery. In close collaboration with DPM, PSC (K) and other ministries/ departments PSR&DS is developing a Human Resource Management Strategy in support of RBM in Public Service. PSR&DS will develop a long-term public service reform strategy, through a broad-based consultative process.

Component 3: Transformative Leadership, Ethics and Capacity building for Results.

These will be undertaken as part of within Ministry/institution support as well as through KIA and other Government Training Institutions (GTIs). It targets public leaders and staff with managerial and supervisory responsibilities, and aims at building the capacity of these leaders to:

- Institutionalize a competency-based HR management system in the public service;
- Champion change in the implementation of RBM approach for the achievement of the ERS targets and national priorities e.g. the MDGs, and from process oriented to a Results Based Management culture in Public Service delivery,
- Facilitate the transformation of the Public Service from a controlling to an enabling environment for the delivery of results;
- Facilitate the attitudinal change of mindsets for leaders and staff with managerial and supervisory authority;
- Institutionalise public service values and ethics.

It is envisaged that the activities under this component will facilitate the transformation of the Public Service through mainstreaming the application of Values and Ethics as a way of doing business in the Public Service.

Component 4: Information, Education and Communication initiatives

- Effective communication has been identified as a critical component towards enhancing good governance, and the delivery of services and results. One of the objectives of the PSR&DS to keep all stakeholders regularly informed on gains made in the achievement of ERS targets and other national priorities.

Although transforming the Public Sector to is a long-term objective, there is urgency in ensuring service delivery hence the Government has adopted Rapid Results Approach as one of the implementation tools to jump-start this major change effort.



CHAPTER TWO

RAPID RESULTS APPROACH

2.0 Definition

The Government's adoption of the Rapid Results Approach (RRA) as one of the tools for implementing Results Based Management in the Public Service is consistent with the focus on Results, capacity enhancement, and ultimately ensuring delivery of the Economic Recovery Strategy targets. RRA achieves systematic change through a series of small-scale, results producing and momentum-building initiatives. In addition Rapid Results Initiatives taps into the human desire to succeed creates real empowerment, motivation and innovation in working towards results. It strengthens accountability and commitment for Results and unleashes and enhances implementation capacity.

2.1 Why Rapid Results Approach Works

The premise of the Rapid-Results Approach is to create a context for organizational learning and for enhancing implementation capacity, by helping Ministries/Departments/Public Institutions work on sharply defined 100-day initiatives that dovetail into Annual Work Plans and Strategic Plans. It is therefore a management tool that accelerates implementation of strategic plans and performance contracts. In so doing it helps challenge Leaders to continually adapt and refine their overall implementation strategy based on what works and what does not work on the ground.

2.2 Roles and Responsibilities

Rapid Results Approach works by collapsing the bureaucratic structure and assigning specific roles and responsibilities to individuals during the 100-days to ensure the achievement of the specific goal set. The line management must of essence support the temporary governance structure for it to deliver the expected results. Rapid Results Approach cannot work without the full support of the Permanent Secretary/Chief Executive and all the entire management team.

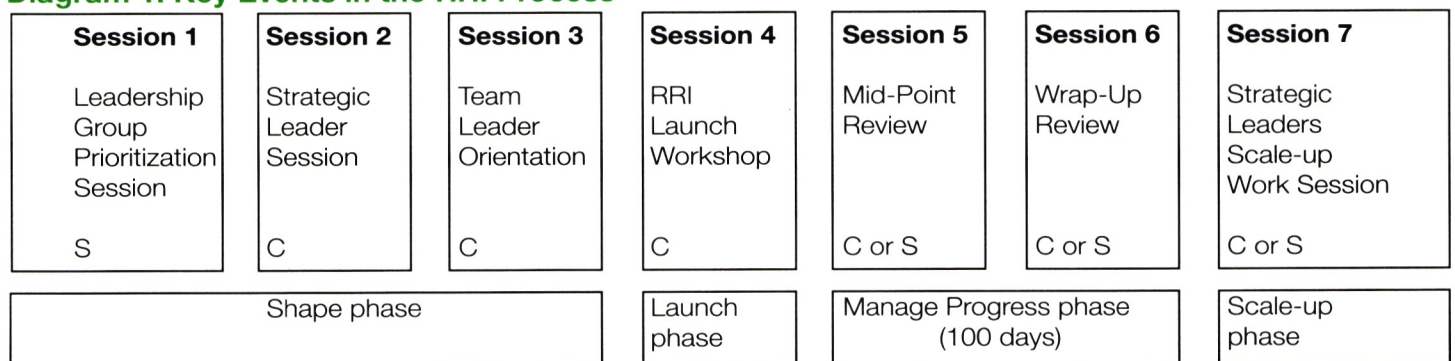
Table 1: Roles and Responsibilities

ROLES	WHO	RESPONSIBILITY
Sponsor	<ul style="list-style-type: none"> • Individual jointly accountable for overall goals of the strategic plan • Individual responsible for various components of the strategic plan • Individual who have the authority to influence the overall direction of the effort 	<ul style="list-style-type: none"> • Provides overall leadership to the implementation effort • Continually shapes and adapts the RRI implementation strategy • Periodically assesses implementation challenges, identifies critical ones, and design portfolios of Rapid- Results Initiatives to help tackle these • Designates strategic leader or co-leaders for each focus area • Re-aligns large-term project implementation strategy, based on lessons emerging from each wave of Rapid- Results Initiatives
Results Leader	<ul style="list-style-type: none"> • Individual responsible for coordinating activities in Ministries/Departments. 	<ul style="list-style-type: none"> • Coordinate all RRI to be in line with each other • Holds Strategic Leader accountable for Results



ROLES	WHO	RESPONSIBILITY
Strategic Leaders	<ul style="list-style-type: none"> Member of leadership group Typically, individual whose accountability aligns most closely with the area of focus 	<ul style="list-style-type: none"> Recruits team leaders for Rapid-Result Initiative Mobilizes support for RRI Works with Team Leader to recruit the RRI team “Pulls the Plug” on RRI, if necessary Ensure that lessons from the RRI inform/advance the strategic plan.
Team Leader	<ul style="list-style-type: none"> Individual from the from the core area of chosen goal. 	<ul style="list-style-type: none"> Works with Strategic Leader to recruit RRI team Works with RRI team to sharpen goal and develop work plan for RRI Leads RRI team in achieving the goal Accountable to Strategic Leader for achieving RRI goal – and expansion recommendations
Team Members	<ul style="list-style-type: none"> Individuals involved in the implementation steps or processes A mix of the functions and stakeholders needed to achieve a meaningful result 	<ul style="list-style-type: none"> Use their knowledge, skills, and background to help the RRI succeed Complete action steps thoroughly and on time Participate actively in goal-setting, planning, reviewing progress, and documenting
Coach	<ul style="list-style-type: none"> Technical Expert well versed in the methodology Typically not directly involved in the focus 	<ul style="list-style-type: none"> Helps the Strategic Leader identify learning goals and urgent improvement opportunities within a strategic focus area Coaches strategic leader, team leader and members to optimize team energy and participation Ensures that team goal and work plan are clear and powerful Helps team leader plan effective team meetings Works with team leader and strategic leader to plan expansion of RRI achievements Helps the Strategic Leader shape an executable challenge to the RRI team leader

Diagram 1: Key Events in the RRI Process





CHAPTER THREE

IMPLEMENTATION OF RRA WITHIN THE PILOT MINISTRIES

3.0 Background

The second wave of RRIs was launched mid 2005 in the Ministry of Water and Irrigation. The water sector priorities detailed in the IP-ERS 2003/2004 include:

- increased access to water and sanitation in line with the Millennium Development Goals targets on water.
- increase in availability of national fresh water resources from the current level of 247 cubic meters to 900 cubic meters per capita by 2007.
- creation of 7 water service boards, privatization of water services, rehabilitation and augmentation of water supplies especially in the rural and arid and semi arid (ASAL) regions.

The RRI teams launched during this period further focused on initiatives that would have great bearing on “Results for Kenyans”.

Challenges

Some of the critical challenges identified included:

- Shortfall in the provision of quality water for human consumption especially in urban slums and Arid and Semi Arid Lands (ASAL) areas where poverty levels are highest.
- Water for livestock and irrigation purposes was also not readily available. These challenges are attributable to lack of infrastructure and rampant high levels of water wastage.
- The problem is further compounded by the shortage of skilled staff and inadequate financial allocations to undertake implementation of the reforms.

3.1 Ministry Of Water and Irrigation

The teams were drawn from four core areas i.e. the service delivery sections at the ministry headquarters, the National Water Conservation and Pipeline Corporation (NWCP), the water service boards and the water companies. Accordingly, three thematic areas to be addressed by nineteen teams were developed. To address the Ministry’s strategic challenges, the teams launched successfully targeted measurable and meaningful goals along three thematic areas.

Some Examples of Results achieved

- In the Laikipia Irrigation Project increased the number of farmers with irrigation water from 117 to 203 in 100 days. There was also crop visible at these farms by the end of the RRI.
- In the Athi Water Services Board, the team was able to increase monthly revenues within the 100 days by 160%.
- A reduction in procurement processing time for goods and services below KSHS 500,000 from 52 days to 23 days by implementing ethical procurement best practices.

3.2 Ministry Of Health

RRIs in the Ministry of Health were launched by the Head of Public Service, Amb. Francis Muthaura on the 14th of October 2005 and the then Permanent Secretary Ministry of Health Mr. Zachary Ogongo. The RRIs were strictly linked to the Strategic and Annual Operational Plans.

The first RRIs launched at the ministry were on the following six thematic areas:

- Malaria
- Reproductive Health
- Antiretroviral therapy
- Community child health
- Support systems
- Sanitation.

Some Examples of Results achieved

- An increase the number of patients on ARVs from 2580 to 5280 in Western province from a targeted 3870 in 100 days.



- Development of the SWAP with the stakeholders along the following themes: Service Delivery, Human Resource for Health, Planning, Financing and Results Based Performance M & E, Financing and Financial management, Infrastructure
- Equipment, Procurement

Encouraged by the mid-term outcome of the first RRI, the Ministry has decided to fast track the development of a Sector Wide Action Plan (SWAP) for the Health Sector through the Rapid Results Initiative. The SWAP RRI was launched on 14th December 2005 and held its End term review on 9th of February 2006 The SWAP entailed drawing up a comprehensive roadmap for government, private and development partner linkages to realize mutually agreed upon goals.

3.3 Ministry Of Agriculture

The Ministry launched their RRIs on the 29th of November 2006. Adoption of the Rapid Results approach was geared towards working to implement the Strategy for Revitalizing Agriculture (SRA) which is closely linked to the Economic Recovery Strategy (ERS) and the Poverty Reduction Strategy Paper (PRSP). Over a period of 100 days, the Ministry of Agriculture, and sector wide parastatals used the Rapid Results Approach to fast track initiatives in priority areas such as Improvement of Crop management, Crop yield, consumption and improving administrative services at the Ministry headquarters.

The ministry therefore launched initiatives in ten thematic areas anchored on the three priorities identified by the ministry. The ten teams involved in RRIs were tea, coffee, sugar, cotton, pyrethrum, as well as headquarter teams i.e. code of ethic team, procurement team, registry and audit teams.

Some examples of results achieved

- The National Cereals board was able to increase farmers earnings by 30% in 4 districts,
- Cotton Secretariat was, despite drought conditions, able to increase overall crop yield in the targeted districts. They also reduced authenticated debts owed to farmers by paying 50% of the debts.
- At the ministry headquarters for example the Registry was able to reduce turn around time for the retrieval of files from 7 days to 1 day.

3.4 Ministry of Local Government

This ministry embarked on its first round of RRI on the 23rd of December 2005. This was later followed by a second scale-up wave on the 1st of March 2006. During the first RRI the ministry implemented an ambitious 20 day Rapid Results Initiative aimed at fast tracking the completion of the Kenya Municipal Council Aide Memoir. During the succeeding wave, RRIs were launched in six thematic areas. These are Environment, Donor Funds Absorption, Capacity Building in Local Authorities, Information Education & Communication, Human Resource performance Appraisal and Code of Ethics & Service Charter.

Some examples of results achieved

- Project Preparation Facility (PPF) requirements fulfilled – this would unlock initially USD 1,000,000 for the PPF and over USD 1 billion for the Kenya Municipal Project and PSRC Pillar.
- The Capacity Building team was able to meet its target on ensuring that Mavoko Municipal Council had a staff establishment a move which shall be replicated in all other Local Authorities during scale up.
- The Human Resource Performance Appraisal team met and surpassed its target by conducting new performance appraisal on 61% of staff members against a 50% target.

3.5 Ministry Of Immigration

On Friday March 17th 2006 the Ministry of State for Immigration and Registration of Persons launched four 100 day rapid results initiatives aimed at unleashing implementation capacity within the Ministry. RRA was introduced as it was felt that the capacity developed through this approach would significantly fast track the Ministry's mission of promoting and enhancing security and development of Kenya by creating a comprehensive population database for personal legal records, generating timely secure registration and identification documents. As such the RRIs launched were anchored on four thematic areas.

Some examples of results achieved

- The period of issuance of birth and death certificates reduced from 14 to 5 working days.
- Reduction of total number of uncollected IDs in Nairobi from 104,944 to 65,203



CHAPTER FOUR

RESULTS ACHIEVED TO DATE

A. Ministry Of Water and Irrigation

Thematic Area 1-Tana Water Services Board: Recruitment o Water Services Providers (WSP's)

RRI Goal - Recruit fifteen Water Services Providers within 100-days (by the 30th September, 2005)

Results - The following Twelve WSPs signed the Service Provision Agreements on 5th October, 2005 at the source of Tuuru Water Supply in the Nyambene Forest in Meru North District: NYEWASCO, MAWASCO, EWASCO, Ngariama Njukiini, Ngandori Nginda, Ngagaka, Muthambi 4K, Murugi Mugumango, Kathita Gatunga, Ruiru Thau, Kathita Kirua and Tuuru Water Associations: MEWASS obtained an approved SPA from the Regulator.

Signing of the SPA's was held at a colorful ceremony graced by the Assistant Minister of Water & Irrigation, Hon. (Maj. Rtd.) Aden Sugow.

Thematic Area 2- Tana Water Services Board: Enhance Efficiency in Revenue Collection

RRI Goal - Increase monthly revenues received from some ex MWI schemes i.e. 4 urban (Kitui, Karatina, Nkubu & Sabababa) and 4 rural (Ena-Siakago, Gatango, Gatimu and Ishiara) to 10% above monthly targets (in the Performance Contract).

Results - Overall target achieved

Thematic Area 3- Tana Water Services Board: Increase water supply to consumers

RRI Goal - Increase the number of connections from 7,055 to 7,800 within the next 100 days in 7 schemes.

Results - The team did not meet its RRI target, except that Kitui Urban laid 1.2 km to Dr Kraft area, constructed 4 no kiosks serving 300 extra people (funds from Kitui Agricultural programme).

Thematic Area 4- Tana Water Services Board: Increasing Distribution Capacity of 7 No. Former National Water and Pipeline Corporation Schemes.

RRI Goal - Reduce the level of Unaccounted for Water in 7No. Former NWPC schemes by 10% within 100 day

Results

366 illegal connections identified and disconnected.

22 illegal connections registered.

581 bursts and leakages identified and repaired.

8 barazas held.

503 meters serviced.

247 new connections registered.

270 new meters installed

Thematic Area 5: Eldoret Water and Sanitation Company Ltd- Improve water supply to consumers

RRI Goal - Reduce the level of Unaccounted for Water from 40% to 25% in 100-days

Results - Achieved a reduction of up to at 31.8%

Thematic Area 6- Kenya Water Institute: Increase its revenue in order to improve its financial sustainability

RRI Goal - To increase KEWI's revenue from KSHS. 5 million (raised 2004 in the months of July, August and September) to 10 million over the next 100 days from all revenue streams.

Results - A total of KSHS. 10.387 million was collected. This accounted for 103.87% of the goal.

Thematic Area 7: Nkando Irrigation Project Laikipia District

RRI Goal - Increase the number of irrigating farmers from 117 to 203 within 100 days in Nkando Irrigation scheme of Laikipia District

Results - Launch Completed successfully

186 farmers connected to irrigation water



171 farmers have crops

Thematic Area 8-Nakuru Water and Sanitation Services Company Ltd

RRI Goals - To improve on accurate and timely billing by 35%

To reduce Unaccounted for water in 9 council estates by 80%

To increase production by exploitation of Malewa Water Supply Scheme.

Results - Stalled Malewa water works plant revived and fully operational

Supply of water to Nakuru increased by 2,200m³

Increase in number of accounts with functional meters by 56% i.e. from a targeted value of 440 to an achievement of 247

Revenue increased from KSHS 15,058'332/50 in June 2005 to KSHS 23,003,371/25

Self-meter reading cards improvised to improve on meter reading.

Thematic Area 9 Maji House Administration

RRI Goal - Reducing Service delivery time at the Ministry

Improving first impressions at Maji house

Recruitment and signing of performance contracts by 11 water service boards CEOs

Results - Reduced procurement processing time for goods and services below KSHS. 500,000 from 52 days to 23 days

Reduced time taken for external customers to be served from arrival of gates to point of service from 20 minutes to 10 minutes in 100 days

CEOs and 4 technical managers recruited

Thematic area 10: National Water Conservation & Pipeline Corporation

RRI Goal - Implement a functional institutional structure & drill 20 boreholes as well as desilt 6 pans/dams in the country

Results - Target met and surpassed

Built 1st Sand dam in the country

NWCPC can now fast track completion of 6 pans to 20 days instead of 100 days

In house capacity developed to reduce costs of drilling to KSHS. 87 per cubic meter vis-à-vis an average market rate of KSHS 230

B. Ministry Of Health

Thematic Area 1: Improve maternal health to reduce maternal mortality

RRI Goal - Increase Family Planning uptake in Nyeri, Meru South, Kwale, Kilifi, Homa Bay, Nakuru districts by 5% in 100 days

Results - Family Planning uptake increased by an average of 14.6%. Thus this team over achieved by over 8%.

Thematic Area 2: Reduce prevalence of HIV and Morbidity due to TB

RRI Goal - Increase number of patients on ARVs from 2580 to 3870 in Western Province in 100 days

Results - The team had placed over 5000 patients on ART i.e. surpassed the goal by over 150%.

Thematic Area 3: Reduce morbidity and mortality due to malaria

RRI Goal - Protect 60% of pregnant women and children under 5 from malaria infection in Gucha and Bondo district by provision of ITNs and IPT in 100 days.

Results - In Bondo, for children under five (5), 95% of target was achieved. ANC mothers 101% of target achieved. In Gucha, for children under 5: 158% of target achieved. ANC mothers 73% of target achieved.

Thematic Area 4: Improve child health to reduce child mortality

RRI Goal - Increase the percentage of care takers of children under five seeking care early in Evurori Division, Mbeere district at health facility level from 77% to 82% in 100 days'

Results - The team achieved their goal.



Thematic Area 5: Improve sanitation and food safety

RRI Goal - Increasing use of water and hygiene practices by 5% in Lukusi Location, Ndivisi Division, Bungoma in 100 day.

Results - Work plan implementation on track, field data collated.

Thematic Area 6: Improve health delivery support systems

RRI Goal - Improve prioritization, focus n compliance on ERS, MDGs and KEPH oriented service delivery from 0-100% in 100 day

Results - Draft Strategic plan developed and circulated

C. Ministry Of Agriculture

Thematic Area 1: Cereals Team

RRI Goal - To increase farmers' income by 30% in 100 days in the 4 districts of Uasin Gishu, Trans-Nzoia, North Nandi and Lugari

To increase availability of certified maize seeds at retail level by 10% in the Trans-Mara and Kuria Districts.

Results - There was an increase farmers' income as the Government stepped in to purchase maize. High quality seeds were availed in all retail outlets that had been licensed.

Thematic Area 2: Coffee Team

RRI Goal - To increase coffee growers' earnings in the two Farmers Cooperative Societies (Kihuyo and Kiamariga in Nyeri District) by 20% in 100-days.

Results - Increased income by 35% at Kiamariga Coffee Factory compared to the same period 2004/5. There was also increased demand for soil analysis services (385) and enhanced linkages between growers and coffee institutions/other plays such as Coffee Research Foundation, Coffee Board of Kenya, etc. There was also enhanced awareness among the coffee growers on market dynamics.

Thematic Area 3: Cotton Team

RRI Goal - To increase cotton balls per plant from current average of 50 balls per plant to 70 balls per plant in 50 days. AND To reduce authenticated debts owed to cotton farmers by 50% in 50 days.

Results - The plants achieved over 100 balls per plant at the end of the season. That would translate to about 142% of the target.

Thematic Area 4: Sugar Team

RRI Goal - To increase national sugar production by 10% over the current performance levels/targets within 100-days.

Results - Goal not achieved. Equipment breakdown at Chemilil, Muhoroni and Sony contributed to below target performance.

Thematic Area 5: Tea Team

RRI Goal - To increase consumption in the domestic market by 2% of the current levels within 100%.

Results - The team achieved its goal and even revised it mid way to 5% which was also achieved.

Thematic Area 6: Pyrethrum Team

RRI Goal - Increase the distribution of seed to pyrethrum growers from 500 to 1,500kgs and ensure it is sown in nurseries within 100 days

Results - 49 % (740 Kg) of seeds distribution achieved.

20% (15 Acres) of Seed sown

71% of orders received

Thematic Area 7: Code of Ethic and Service Charter Team

RRI Goal - To reduce service delivery turn around time from 60 minutes to 30 minutes in 100 days

Results - The team achieved its goal



Thematic Area 8: Procurement Team

RRI Goal - To reduce accumulated, unserviceable, obsolete and surplus equipment and stores by 80% in 100-days

Results - The team achieved its goal

Thematic Area 9: Registry Team

RRI Goal - To reduce service delivery turn around time from 7 days to one day by sorting to dispose off 20,000 files in 100 days.

Results - Over 18,000 files sorted and over 1,900 active files retrieved. The turn around time was reduced from 7 days to 2 days.

Thematic Area 10: Audit Team

RRI Goal - To complete 50% of the annual work plan (audit of payroll, procurement, assets, and projects) targeting five challenge areas namely: Headquarters, Nyanza and Central Provinces in 100 days.

Results - The team achieved 84% of the planned 100 days target within stipulated time. The remaining bit that spilled over was completed after the RRI period.

D. Ministry of Local Government

Thematic area 1: Environment

RRI Goal - Increase solid waste collection in Nairobi's CBD from 70% to 90% in 100 days

Results - Solid waste collection in CBD increased from 70% to 80%

Thematic area 2: IEC

RRI Goal - Increase awareness on LATIF and LASDAP amongst MoLG, CCN & stakeholders (KARA, ALGAK, IPAR) from 10% to 70% in 100 days

Results - Website updated

Thematic area 3: HR Performance Appraisal

RRI Goal - Increase the number of staff appraisals from 30% to 50% through the new performance appraisal system within 100 days

Results - Staff appraisals conducted on 61% of the targeted staff members

Thematic area 4: Capacity Building team

RRI Goal - To reduced Number of Local Authorities without staff establishment from 175 to 174 in 100 days (Municipal Council of Mavoko)

Results - Staff establishment for Mavoko Municipal Council created

Optimum staffing levels determined

Skills gaps have been established and positions proposed for approval and qualified staff recommended for promotion/re-designation

Staff Deployments examined and appropriate recommendations made

Thematic area 5: Code of Ethics and Service Charter

RRI Goal - Develop a service charter for the ministry within 100 days

Results - Service Charter developed and disseminated to all staff members

Thematic area 6: Absorption of Donor Funds

RRI Goal - Improve accessibility of funds to MoLG and LAS by fulfilling 100% of the EC requirements in 100 days

Results - 100% of requirements fulfilled and the first batch of the grant released



E. Ministry Of Immigration

Thematic area 1: Service Charter

RRI Goals - Develop a Service Charter and disseminate information to 800,000 people in 100 days

Results - Ministry of Immigration & Registration of Persons service charter developed successfully.

Thematic area 2: Civil Registry

RRI Goals - Reduce the period of issuance of birth and death certificates from 14 to 5 working days after payment

Results - The period of issuance of birth and death certificates reduced from 14 to 5 working days.

Thematic area 3: National IDs

RRI Goals - To reduce the number of uncollected ID cards within Nairobi province by 60% from 104,944 to 40,000 in a hundred days

Results - The total number of uncollected ID's in Nairobi reduced from 104,944 to 65,203.

Thematic area 4: Passport Issuance

RRI Goals - Reduce the number of days taking to issue a passport from 30 to 24 days

Results - Team is still pursuing the goal

Photo 1: Nkando Irrigation Scheme: Furrow Irrigation



Photo 2: Nkando Irrigation Scheme: Drip Irrigation



Chairman (second from right) of the scheme seen inspecting progress.

CHAPTER FIVE

ON-GOING RAPID RESULTS INITIATIVES

5.0 Introduction

Currently, there are three institutions with on-going RRIs. These are the Ministry of Gender, Sports, Culture and Social Services, Ministry of Planning and National Development and the Parliamentary Service Commission. These RRIs are at different stages of the 100-day time cycle. As with other RRIs these are also geared towards achievement of the institutions' Strategic Plans and Management Performance Contracts. Ground work is also been laid for the Office of the President RRIs.



Some examples of interim results achieved in the ongoing RRI:

- A 40% increase in enrollment in adult education centers in Kibera, Central, Kasarani & Westlands Divisions of Nairobi Province
- Provision of critical infrastructure and staff for Kenya National Libraries to be opened within the 100 day period in Moyale, Mandera, Kimilili & Rimuruti.

5.1 Ministry of Gender, Sports, Culture and Social Services

The Ministry launched their Rapid Results Initiatives on 6th June 2006. The initiatives are geared towards enhancing efforts towards transforming the Public Service from process orientation to a results based management culture; establishing Public Service values and providing a mechanism that supports the achievement of Economic Recovery Strategy and the attainment of Millennium Development Goals.

The Thematic Areas being pursued are as detailed below:

- Improve information flow within and without the Ministry
- Improve efficiency in the registry for service delivery across the Ministry
- Improve AIE issuance and AIA collection
- Improve Gender equality
- Improve sports standards in the country
- Empower self help groups to undertake local development initiatives
- Document, preserve and disseminate music and dance heritage
- Reduce adult illiteracy
- Improve infrastructure of the Stadia
- Improve service delivery to PWDs
- Improve accessibility to information services at library sources.

5.2. Parliamentary Service Commission

Parliamentary Service Commission launched their Rapid Results Initiatives on 4th August 2006 covering seven thematic areas as listed below:

- Improving Human Resource Management
- Improving Security within the precincts of Parliament
- Transformative leadership and staff Development
- Improving information flow within and outside Parliament
- Improving Library Services
- Finance, Procurement – Value for money (improving the absorption of Budgetary Allocations)
- Review of the current National Assembly Strategic Plan

5.3 Ministry of Planning and National Development

The Launch of Rapid Results Initiatives for the Ministry of Planning and National Development took place on the 10th July 2006. The Thematic Areas are:

- Improving financial management system
- Improving personnel management
- Implementing transport policy
- Institutionalize and operationalize Monitoring and Evaluation System in ministries
- Improve service delivery in the field

In addition to these two which have already been launched, preparations to launch Rapid Results Initiatives in the following ministries/departments under the Office of the President are at an advanced stage:

- Cabinet Office
- Provincial Administration and Internal Security
- Ministry of Public Service
- Government Press
- Special Programmes
- National Anti-Drugs Coordination Agency



CHAPTER SIX

LESSONS LEARNED

6.1 Lessons Learned

“The RRI is a good tool that produces great results and should be mainstreamed into the ministries activities and teams encouraged to learn from their successes and failures.”

Eng. Mahboub M Malim “O.G.W”, the Permanent Secretary, Ministry of Water and Irrigation (11th October 2005)

In addition to the realization of the set goals Rapid Results Approach can have the following positive impacts:

Achievement of Performance Targets:

E.g. in the Ministry of Local Government, a team on donor absorption was able to meet its target of unlocking funding from IDA of 1 million dollars for the Project Preparation Facility which would in turn facilitate access to over 1 billion USD for the Kenya Municipal Program.

Change from business as usual:

E.g. In the Ministry of State of Immigration and Registration of Persons the Civil Registry team focusing on reduction of service delivery time, instituted reviewed work flow processes. This was coupled with in-house staff retraining and individual performance targets setting.

Management Energized by performance:

E.g. In the Ministry of Water & Irrigation, the Tana Water Services Board, energized by the RRI approach, has adopted the rollout in all areas of implementation of its strategic plan/performance contract.

Tackling of endemic problems:

E.g. disbursement of AIEs to the Districts in the Ministry of Health, the support systems team was able to initiate a pre financing arrangement with Treasury ensuring that funds got to the Districts on time. Streamlining Ministry Registry department to ensure proper & efficient management of records.

Increase in revenues as a secondary benefit:

E.g. In the Ministry of Water & Irrigation, the Thika team pursuing reduced levels of UFW in the cost benefit analysis reported an increase in revenue by KSHS. 1,900,000 compared to the same period last year.

Enhanced presentation skills & Meeting Skills:

Due to the coaching support given during preparations for the mid point and end point reviews as well as when preparing for meetings, team leaders e.g. In the Ministry of Water & Irrigation the Eldoret Water Sanitation & Sewerage Company reported that they felt their capacity had been built in this respect.

Shared learning:

During the review sessions, teams from diverse sections of the ministry were brought together and thus able to share and learn from one another. This was for example evident in the Ministry of Gender, Sports, Culture and Social Services which have brought together 13 teams various functional areas. During the reporting sessions, teams have shared new innovations and ideas for improved service delivery.



Strengthened Monitoring & Evaluation Programs within Ministries:

The temporary governance instituted through the RRIs created a vehicle for greater accountability support, as well as tracking progress. E.g. in Ministry of Agriculture the Results Leader (Agricultural Secretary) met every two weeks with all Strategic leaders to receive feedback and review progress on ongoing RRIs from across the country.

Achieving Economic Recovery Strategy Targets

The Economic Recovery Strategy is focusing on “results-on-the-ground” or simpler put “Results for Kenyans” in all development efforts. Without doubt, the goals that the Rapid Results Teams are pursuing are of the “results-on-the-ground” variety. Achieving these goals is a leading indicator of a more profound aspiration: enhancing the capacity in the ministries/departments for making change happen. And this is as much about “how” these results are being achieved as it is about “what” is being achieved.

Team and Capacity Building

There was real dialogue and collaboration going on among the various departments and institutions represented in the teams working on a goal– a real shift from the turf mentality and finger pointing that had prevailed in the past. As a result, things are happening, with actions of the various players building on each other rather than canceling each other out. Participants who are playing various roles as team leaders, “strategic leaders”, and team members are building up their management skills in real time. For the most part, these are basic “blocking and tackling” skills: work planning, managing meetings, holding progress reviews, and being disciplined when it comes to goals and commitments. And they are leveraging modest outside consulting input (weekly guidance and support over the phone) into just-in-time coaching and support to the teams and the various players involved in the process. Overall, confidence is building up.

Leadership Support

Even though it is easy to describe the RRI efforts in terms of workshop and events, much of the work is done in between these events, and much of it depended on the evolving dynamics of the players who are involved. If the human connection is not made with several of the key individuals in the ministries/departments, and if the top leadership does not throw their weight behind this effort, no amount of process or methodology can work.

Change of Attitude

The initial stages of the introduction of Rapid Results Initiative in the Ministry of Health and in the Ministry of Agriculture– got off to a rocky start. The idea of 100-day initiatives was perceived just as another parallel reform programme by the Government or in some near cases an attempt at introducing “quick win concept”, and also as unfeasible given the way the Government operates especially with the introduction of Results Based Management in the Public Service, it was seen as unnecessary.

However, things changed during the launch as each team tasked with developing a goal and a work plan targeting a specific area of focus. Team members cut across institutions, and in most cases, included representatives of targeted beneficiaries. Intense preparations took place during the launch, led by the strategic leaders and team leaders and at the end of the day, as team members presented their goals and preliminary work plans to the core leadership team, in sharp contrast to the start of the process in the Ministries, the mood was one of excitement and empowerment. The teams were leaving the launch workshop with a passion to pursue the goal that their team developed, and with a renewed passion for the broader role that they can play in their respective institutions.



CHAPTER SEVEN

SCALING – UP RAPID RESULTS APPROACH

7.0 Rationale

At a time where economic recovery in Kenya has been characterized by sluggish implementation, the RRI process has enhanced and bridged the capacity gap between aspiration and the ability to successfully implement action. Within the Government the existing capacity gap must be effectively merged as it hampers the ability to transform vision in to reality. The RRI process provided an organic and adaptive path for driving change in Result Based Management approaches and has significantly contributed toward achieving the Economic Recovery Strategy targets where it has been implemented.

The initiatives have created a buzz in the Ministries where they are being implemented and anxiety in other ministries where they have not been launched. Their impact has therefore so far only touched a few Kenyans. The scale of impact has to be increased and with this, the depth and breadth of involvement of all institutions across the Public Sector.

7.1 Scale-up Strategy

The scale up strategy has three main objectives:

- Institutionalize Rapid Results Approach as a way of implementing plans and strategies within the Public Sector
- Build Capacity within the Public Sector to implement Rapid Results Approach
- Develop an exit strategy for current consultants hired from outside the public service.

The implementation of this strategy will be carried out in the following steps:

- **STEP ONE:** Train a core team of Kenya Institute of Administration Lecturers in Rapid Results Approach.
- **STEP TWO:** Develop Rapid Results Approach Implementation Manual and User Guide
- **STEP THREE:** Develop the Rapid Results Approach Curriculum for use in Kenya Institute of Administration and in Government Training Institutes
- **STEP FOUR:** Train core group of Public Servants in Ministries where Rapid Results Approach have been launched. Members of the Ministerial Management Unit to be at the center of this training
- **STEP FIVE:** Continuous training as the launches are planned
- **STEP SIX:** Independent Ministry Launch and exit of external coaches.

7.2 Scope

Where as the Scale-up is targeting the entire public sector Public Service Reform and Development Secretariat has earmarked the following agencies in the financial year 2006/7.

INSTITUTION

NO. OF RRI

A. Ministries

Office of the President
 Ministry of Finance
 Ministry of Planning and National Development
 Ministry of Agriculture
 Ministry of Livestock
 Ministry of Gender, Sports, Culture and Social Services
 Ministry of Local Government
 Ministry of Trade and Industry
 Ministry of Health

One Rapid Results Wave per Ministry



Ministry of Environment
Ministry of Youth
Ministry of Education
Ministry of Science and Technology
Ministry of Roads and Public Works
Ministry of Lands

B. Local Authorities

Nairobi City Council
Mombasa City Council
Kisumu City Council
Eldoret Municipal Council
Nakuru Municipal Council
Nyeri Municipal Council
Thika Municipal Council
Garisa Municipal Council
Machakos Municipal Council
Kakamega Municipal Council

One Rapid Results Initiative Wave per Council

C. Regional Authorities

Coast Development Authority
Kerio Valley Development Authority
Ewaso-Ngiro South Development Authority
Lake Basin Development Authority
Tana and Athi Rivers Development Authority
Ewaso-Ngiro North Development Authority

One Rapid Results Initiative Wave per Regional Authority

D. State Corporations*

All State corporations in the Agricultural Sector

One Rapid Results Initiative Wave per Regional Authority

E. Parliamentary Service Commission

One Rapid Results Initiative Wave

F. Judiciary Service Commission

One Rapid Results Initiative Wave

“Results for Kenyans”

Results For Kenyans



*Public Service Reform & Development Secretariat
Cabinet Office, Office of the President*

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