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DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

RESEARCH TOPIC

THE IMPACT OF INTEGRATED RESULTS BASED MANAGEMENT ON SERVICE DELIVERY. A CASE STUDY OF MINISTRY OF LOCAL GOVERNMENT, PUBLIC WORKS AND NATIONAL HOUSING, GWERU.

BY

LILIAN SIBUSISIWE MAPOSA

R125611M

This dissertation is submitted in partial fulfilment of the requirements of the bachelor of social sciences honours degree in the department of politics and public management at midlands state university

2016

Approval Form.

The undersigned certify that they read and recommend to the Midlands State University for acceptance: a dissertation entitled, ‘The impact of results based management on service delivery, Case Of Ministry of Local Government, Public Works and National Housing submitted by Lilian Sibusisiwe Maposa R125611M in partial fulfilment of the requirements of the Bachelor of Social Sciences Honours Degree in Politics and Public Management (HPPM) at Midlands State University.

.....

SUPERVISOR

.....

DATE

.....

CHAIRPERSON

.....

DATE

RELEASE FORM

Name Of Student: Lilian,Sibusisiwe Maposa

Dissertation Title: Impact of Results Based Management on Service Delivery

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Signed.....

Dated.....

Contact number +263779305252

Permanent address 5527 Rafu Road

Mtapa section one

Gweru

DEDICATION

To the Almighty God and my family.

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I want to acknowledge the Most High God for his blessings, and unconditional love, if it was not for him I would not have gone this far, let glory and honour be unto him. I would like to express my deep appreciation to the Midlands State University for offering me an opportunity to study the Bachelor of Social Sciences Honours Degree in Politics and Public Management. I also want to acknowledge my supervisor Mrs Mutasa for the time and patience she dedicated to me to make this research a success. I would like to give thanks to the employees of Gweru Public Works for supporting me throughout this research. Special gratitude goes to my parents Mr and Mrs Maposa for having faith in me, love and support they have been giving me since I was a little kid to date. I would like to appreciate the love and support I got from Perseverence, Reality, Shepherd, Fortune, Ellen, Phila, Amos, Nyasha, Sipiwe and Sibongile. Lastly I would like to thank all members of my family and friends who helped me to the successful completion of my undergraduate degree program. May the good Lord bless you abundantly, I love you all.

ABSTRACT

The main aim of this study was to investigate the impact of results based management on service delivery. Gweru Public Works was used by the researcher as the case study. Literature was reviewed in order to establish the existing gap on impact of results based management and service delivery. To capture reality as it was seen and experienced by the respondents the researcher used both qualitative and quantitative of data analysis. During data collection questionnaires and interviews were used and the data collected was analysed and presented in tables, pie charts and graphs. The findings revealed that though Public Works uses results based management as a tool to enhance service delivery, both employees and the head of departments do not understand it because of ignorance and lack of training and therefore hindering the success stories of RBM in delivering services. The study also revealed that lack of resources to carry out work and lack of incentives also affects results based management. Recommendations to train and incentivise employees were suggested to the organisation.

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ACRONYMS

IRBM	Integrated Results Based Management.
MBO	Management by Objectives
PPBS	Personnel Performance
RBM	Results Based Management.
IPD	Integrated Development Planning
RBPP	Results Based Performance Personnel
RBB	Results Based Budgeting
UNDPG	United Nations Development Group.
MLGPWNH Housing	Ministry Of Local Government, Public Works and National

CHAPTER ONE

1.0 Introduction.

The main aim of this chapter was to highlight the background of the study, statement of the problem, main research questions, research objectives, significance, delimitations and limitations of the study. It justified why the research was taken. It also showed the challenges encountered by the researcher in writing the research paper.

1.1 Background.

Many governments of the third world countries in the 21st Century have been and are still experiencing economic hardships, which have caused chaos and confusion in public sector organisations. The economic meltdown in these countries gave birth to corruption, resources constraints, and lack of transparency, accountability and provision of poor quality public services. The government failed to make a fair allocation of those few available resource to the public and added on top of that were self centred politicians who were not people oriented and sensitive. There was deterioration in the living standards of people because of poor public service delivery and this caused grumbling among voters and taxpayers who desired for quality public services, therefore the public made demands to the government to change its ways. People wanted effective and efficient service delivery; they wanted a public sector that does not forget what it stands for. They wanted fair distribution of resources, improved infrastructure for development and growth over and above they people sensitive politicians ready to serve their interests. Due to these demands from the public, the governments in the world have been running around looking for measures to improve their public sector organisations. Madhekeni (2012) asserted that every nation around the globe has been busy reforming its public sector policies and practices. Zimbabwe is also among those countries having pressures of reforming their public sectors.

Zimbabwe has been restructuring its public sector organisations through introduction of reforms that are directed towards building an effective and efficient public sector with an improved better quality service delivery which is more responsive to public calling since it gained independence. Some of the reforms introduced included performance appraisal system, job evaluation and review compensation, visions and mission statements among others. All these reforms did less to improve public sectors services because it failed to

respond positively to the needs of the people, as they were still facing the same challenges of poor public services. The reforms were not very successful since they were implemented under an environment characterised by poor planning of resource usage and lack of vertical and horizontal integrated systems, (Mahapa 2002). After all these reforms have failed to materialise, the government then adopted, introduced and implemented the new management policy called integrated results based management which was going to provide quality and timely public service delivery.

The need to develop the nation through building capacity in terms of human and physical infrastructure in order to tackle the challenges faced by the country, led the government of Zimbabwe to adopt integrated results based management for its public sector organisations. Zimbabwe according to Gwata (2012) adopted the system, when it was faced with hard times of economic and administration demise since 2000. She goes on to say for a successful implementation of results based management across the whole public sector, the government embarked on a period of program design. Madhekeni (2012), states that the programme has been in operation since 2005. Taxpayers worldwide have been making regular demands to the government for the use of public resources. The rise in the national account deficits, self conscious and people insensitive politicians and the quest for a more transparent and accountable governance, have all been significant factors contributing to the materialization of results based management in the public sector, (Discussion paper ver.5.0 ,2003)

Integrated results based management was introduced to improve efficiency and effectiveness in public sector organisations. RBM focuses on producing results using limited resources, it concentrates on the challenges or needs at hand then links inputs, activities and outcomes in order to come out with a desired quality results in terms of services. Koshly(2005) views IRBM as a current management approach aimed at timeously fulfilment of an organisational goals and objectives. OECD (2010) defines results based management as a strategy which ensures that all organisational activities contribute to the production of desired results. IRBM strategically plans for resources usage before it is systematically implemented. Measurement, reporting and utilisation of performance information are very crucial in the improvement policy decision making and programme performance at all levels. Goal and objective setting are central to results based management system, because they are part of strategic planning. Integrated results based management started with Peter Dracker as MBO and PPBS with its emphasis on financial costs accounting in 1960s, it later on developed and started using logical

framework for the public sector in 1970s. Other countries also adopted results based management approach when it became very common in public sector organisation during the 1980s and 1990s. The coming managing by results wiped out all traditional management techniques because they failed to make impact on service delivery.

The introduction of IRBM encouraged the organisations both public and private to focus on producing quality tangible results by defining the mission of the organisation and understanding customers and their needs. The system also encourages systematic analysis and performance improvement. With the current situation in the country of increasing resource constraints, the public sector organisations are trying to emphasize value for money through usage of limited resources, in order to provide better quality more responsive services to the public. Results are central to results based management; hence the system is aimed at shifting operational ways of the organisations and improves performance so as make this aim possible. Discussion paper (ver.5.0, 2003), states that the key rationale for IRBM is to enhance efficiency and effectiveness and to fulfil accountability obligations through reporting on performance and organisational learning. The public wants people centred politicians who are service oriented and the financial controllers also want more effective resources allocation. Pazvakavambwa (2014), states that for the reason of producing the quality output, results based management requires public managers to centre their attention on a regular and objective performance measurement and make adjustments to improve the efficiency and effectiveness of their programmes. Monitoring and evaluation and management information system are integral support management tools. Integrated development planning (IDP), results-based budgeting (RBB) system, results-based personnel performance (RBPP) system and e-government are key components of results based management.

1.2 Statement of the Problem.

The implementation of integrated results based management system at Public Works was meant to enhance efficiency and effectiveness on service delivery through improved living standards of the citizens, elimination of housing backlog, and maintenance of infrastructure. However despite the execution of IRBM citizens are still facing challenges of poor service delivery and corruption. Instead of improved services they are deteriorating each and every time from Ministry of Public Works, citizens are not satisfied with services they are getting,

this is due to lack of employee training, lack of employees' motivation through incentives, thereby arising the need to assess how IRBM affects service delivery in a public sector organisation. Therefore the purpose of this study is to investigate the impact of IRBM on service delivery at Gweru Ministry of Local government, Public Works and National Housing.

1.3 OBJECTIVES.

1. To assess the implications of integrated results based management on service delivery at Public Works.
2. To examine the changes brought by integrated results based management at Public Works.
3. To examine the link between integrated results based management and service delivery.
4. To determine whether integrated results based management has been fully implemented at ministry of local government, Public Works and national housing.
5. To establish challenges being faced in the implementation of results based management and proffer recommendations.

1.4 Research Question.

1. what are the implications integrated results based management affects service delivery at Gweru Ministry of Local Government, Public Works and National Housing.
2. What is an integrated result based management and its forms?
3. What is the link between IRBM and service delivery?
4. To what extent has been the implementation of IRBM in Ministry of Local Government, Public Works and National Housing?
5. What are the challenges being faced in implementation of IRBM and how can they be improved?

1.5 Justification of the study.

Basically every research's main purpose is to increase of knowledge in the field of inquiry, thus this research also seeks to add up information on results based management. Therefore this research is essential in understanding how integrated results based management affects service delivery and hence the need to determine how best integrated results based management can be effectively used taking into account its misgivings.

1.6 Delimitations of the Study.

For the research to be manageable, it has been confined to Gweru Ministry of Local Government, Public Works and National Housing. This approach made it possible for the researcher to have access to those in the middle management, and staff. This study was also confined to 2014 and 2016. The researcher covered this period as it is the period when Public Works was meagre financial condition and severe resource constraints. The researcher has examined literature related to the subject matter only i.e. Integrated results based management and service delivery. Therefore this implies that the researcher has not concerned himself with other subjects that have arisen during the course of this research hence anyone is free to search for answers in areas not covered by this study.

1.7 Limitations of the Study.

A financial constraint has been a major challenge since the research involved a lot of travelling and internet use. Other expenses included stationery, transport, internet services and other allowances such as food. Being a student, the researcher could not meet up with these expenses adequately. However, to eliminate this problem interviews within the same area were carried out on the same day and whenever the internet was used was used adequately so as to avoid using it time and again. Management wasn't forthcoming in giving out information; the researcher had to assure them that this research paper was for academic use only and would bring a copy after finishing. Questionnaires meant to be responded by top management was completed by the less informed junior staff with the management delegating this to them.

1.8 Ethical considerations.

Ethical considerations are important in any research and research participants have the right to remain anonymous and right to privacy and confidentiality (ACFID:2015). This study is considered decently justified and ethical because the permission to conduct the research was sought and obtained from Gweru Ministry of Local Government, Public Works and National Housing. The participants were given a clear understanding of the research before being involved in the research. The researcher assured the respondents that the research project was going to be used for academic purposes only and not for any other purposes. The researcher in this study respected all the rights of the respondents and the company under the study so as to comply with the ethical considerations set.

1.9 Methodology and research design

Research methodology explains the activity of research, how to measure progress and what brings success, (Creswell ;2003) Therefore research methodology is viewed as a roadmap for resolving problems with clear mechanism such as tasks, techniques and tools for assembling data. Research design is defined by Brink (1996) as an arrangement condition of collecting and analysing data in a way that aims to combine significance to the research purpose with economy in the procedure. This view is also supported by copper and schindler(2004) who purports that research design plan a structure of research designed to obtain answers of research questions. Jerome (2010) also says research design is the tactic used to combine different mechanism of the study in a logical and coherent way, with the purpose of ensuring that the research problem will be fully addressed.

The research is qualitative in nature, this method include use of interviews these are face to face communication between an interviewer and an interviewee in order to get answers on a certain matter. Frey and Oish (1995) say an interview is conducted in order to obtain suitable and reliable information on a particular inquiry. Direct field observation, which is the watch of particular behaviour and events of a target group concentrating much on their natural setting and physical characteristics. Cohen (2000) postulates that direct field observation allows the investigator to focus attention on specific areas of interests. And use of questionnaires which are defined by Shiu etal (2009) as a formalised framework consisting of a set of questions and scales designed to generate primary data. The researcher used both open and closed ended questionnaires. Open ended was used because of its flexibility as it

give the respondent a room to answer questions in their own words using their own feelings in expressing knowledge on a particular subject. This is supported by Richardson (1997) who concurs that an open ended questionnaire is typically designed to encourage a full meaningful answer using the subjects' own knowledge and feelings to persuade disclosure the researcher also used closed ended questionnaires on particular questions to provide specific answers. Descriptive method was applied because it is rich in nature and it obtains actual data. The researcher chose the case study approach so as to intensively study the impact of integrated results based management on service delivery at Gweru Ministry of Local Governments, Public Works and National Housing. The researcher chose the case study approach because it draws out adequate and in depth information since the researcher carefully studied MLGPWNH in relation to RBM and service delivery.

1.10 Conclusion.

In summary the researcher highlighted the essence of this research by pointing out its pertinent aspects, which are, in fact, pertinent to any research. These essential aspects were important to highlight so as to focus clearly on the study and to assess its feasibility since they answered how, why and what questions of the research topic. It gave the background to the study, thereafter, the statement of the problem; research objectives, research questions and the study scope. The chapter concluded with the significance of the study and its limitations.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

To come up with a good sounding research and fill in the gap in literature, the researcher looked into the works of other scholars who wrote about results based management. In reviewing literature the researcher used data sources like internet and books. The main purpose of this study is to fill in the gap between previous researcher and the current situation.

2.1 Results Based Management and Its Forms.

2.1.0 Meaning of results.

Results can be best explained as a quantifiable transformation of circumstances emanating from an occurrence or intervention. It's a cause and effect relationship. For instance one can talk about changes to individuals due to a certain intervention, organisations-ministries and departments especially the operational systems. Groups and communities may also be transformed by certain events and cause them to change their behaviour. UNDP (2011) defines results as describable or considerable adjustment derived from cause- and-effect relationship. There are three levels of results namely;

- (i) Outputs- these relate to services granted following the specified principles and qualifications such value, size, relevance as well as expenses encountered. In other words this means that quality production of an output requires a laid down standard to be followed.
- (ii) Outcomes- these are services done to satisfy the needs of customers. This implies that clients present the problem to the service providers who in turn will work towards solving the problem at hand and fulfilling what has been agreed on.
- (iii) Impact- these are consequences of the outcomes over a period of time.

2.1.1 Results based management

The economic hardship around the globe causing resource constraints, corruption and poor service delivery led many governments to adopt integrated results based management technique to help them gain public confidence through improved effectiveness and efficiency in the public services. Pazvakavambwa(2014),Weiner(2003) and Discussion Paper(2003) asserts that integrated results based management' primary purpose is to enhance efficiency and effectiveness of the public sector organisation. Tranquiliser(2013),Saldanha(1999),Koshly(2005) states that RBM brings favourable results in terms of quality.PSC Report(2012) goes on to include resource allocation and usage, and improved public sector performance as some of the merits of results based management. Madhekeni (2012) describe results based management as a way which seeks to increased transparency, accountability and results from government. Koshly (2005) asserts that IRBM is a contemporary management philosophy approach that focuses on the appropriate and timely achievement of relevant goal and objectives. Like any other programmes RBM needs planning in order to produce quality and desired results. Planning involves setting of clearly defined goals and objectives which are realistic in nature, thus Discussion paper (2005), defined results based management as a strategic planning in terms of definition of realistic and expected results. Results based management is participatory and team based management strategy with all actors contributing to the achievement of desired results, Auction (2000).from top management down to shop floor employees everyone should be committed in executing his or her duties so as to produce quality results. OECD (2010) said in conducting IRBM the organisation ensures that its processes, products and services, contribute to the achievement of desired results. A gap fell short from these authorities since they failed show exactly how results based management produce results.

2.1.2 What results based management does?

Results based management focuses the organisation (ministry or departments) on production and delivering tangible results. This implies that results have fast become central to the public sector organisation. IRBM has changed its attention from inputs and activities to production of outputs and outcomes. Eyben (2013)

It is important to note that results based management emphasizes value-for money from usage of limited resources. Broke economises has led to the shortages of resources to execute

public sector duties and this in turn has caused grumbling of citizens and stakeholders over poor public services, therefore to deal with the problem like this results based management was brought into light. Gwata (2013) the RBM strategy was determined to be one of the most useful tools to enhance the strategic utilisation of finite resources.

It clarifies programme clients and their needs and the mission of the organisation. The public sector now values the citizens and their needs. Serving the public has now become part of organisational objectives. The reform has encouraged public sector management to shift their attention from budgets, activities, process controls and objectives to results and customer focus (Meier 2003).

Results based management moves agencies away from input-driven incremental budgets towards results driven performance budgets. Madhekeni (2012). It also moves agencies away from workload and activity –completion personnel performance towards results- oriented performance.

It promotes systematic performance analysis and benchmarking to drive programme performance improvement. The foundation of results based management is detailed and also practical focus on structural and systematic measurement and its requirements for being linked to the policy making, resources management and programme performance improvement. Madhekeni (2012).

It integrates M&E and MIS as integral support management tools.

2.2 Theoretical framework

Quality standard of living is everyone's desire. Improved public service delivery leads an improved living standards, however due to the economic struggles of the government citizens have not been able to receive public services that satisfy them. As a result the government introduced results based management in the public sector organisations to try and provide quality, effective and efficient service delivery. Many theories were propounded to try and explain results based management. The researcher used the public value theory to explain RBM

2.2.0 Public value theory

This theory gives an emphasis to the importance of the citizens in service delivery. Public value is a comprehensive approach that focuses on public management and continuous improvement in public service (constable et al 2008). It encourages public organisations to put the interests of the people ahead of everything. The people have their needs and the public organisations must be able to identify the public needs and act upon them. Public services are characterised by claims of right by citizens. It maximises the stakeholder value in organisations. It requires public managers to consider public at large. The organisations should be responsive to citizens' preferences. Public managers and staff should have a clear view about the broad objective of public organisation they work for. This means the public sector employees should not forget that the reason why they are in their offices is to serve the interest of the public. NHS Institute for innovation and improvement(2013) states that public value approach places focus on the responsibility of the public themselves to contribute to what was considered valuable so that citizens are not just recipients and beneficiaries of the public interventions but also co-designers of the public policy and enterprise. Organisations must therefore seek democratic legitimacy for their actions by engaging with their authorising environment. The approach requires public managers to go beyond policy implementation and adherence of institutional to seeking ways of improving public life.

Communication is one of the major tools of public value approach. Successful service delivery depends on constant communication between citizens and public managers. These public managers must establish a framework to improve quality of the decisions they make. If resources are constrained they should be explained, if tough choices about priorities are required they should be described, shared dilemmas with the citizens and seek views and adapt their decisions accordingly. Through communication public managers are aware of what the public needs and it does not need. Effective interaction between an organisation and citizens lead to improved service delivery and satisfaction of peoples needs.

2.2.1 Various methods of engaging the public at promoting greater levels of participation in public life

Participation is an active relationship and dialogue between people and the state .it is not only gathering evidence and opinions but it is an educating discursive and inclusive process that has value in itself in building fuller citizenship .it is seen as a means of

strengthening representative democracy rather than being in opposition to it (Scottish parliament 2004). Public sector organisations are meant to serve people, therefore, there should be awareness of what people want, this can be done through gathering information from the citizens of the services they need and the improvements they desire. Citizens should be part and parcel of public sector

Formal or statutory mechanism

This method is used to partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. This includes formal consultation process, public hearings and government arrangements.

Information and communication

This is the provision of balanced and objective information to assist the public in understanding the problems, alternatives, opportunities and solutions. These are found in form of leaflets, newspapers and advertisements.

Market research

This method uses survey, focus group and public meetings to obtain public feedback on analysis, alternatives and decisions.

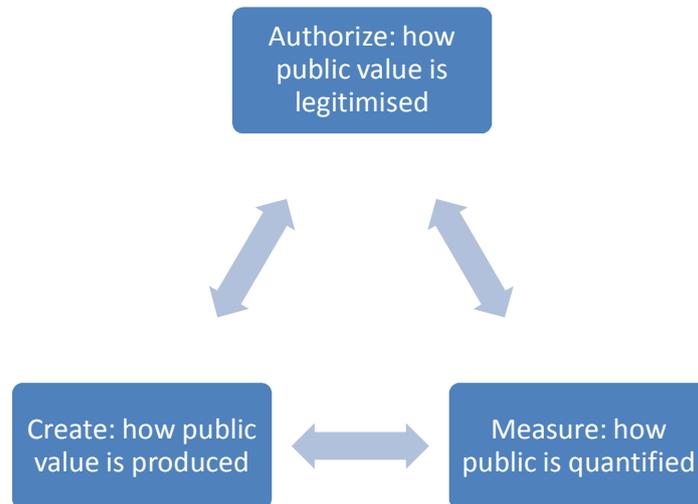
Deliberative methods

These include working directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. This method includes citizens panels, juries or inquiries

Devolved responsibility

This is when the organisation places the final decision making in the hands of the public, through participatory budgeting and new deal funding for community partnerships

2.2.2 Public value dynamic.



Authorisation involves process of defining the purpose of an organisation and what its services seeks to fulfil. These might include the mission and vision statements of an organisation. The goals and objectives of an organisation might be clear.

Create explains the forms of service delivery that will meet public expectations and allow continuous improvement. Here the services are linked to the needs of the people. It gives an organisation to make improvements, through feedback.

Measure gives feedback of success stories. It explains the ways of showing that the service has achieved its objectives. When services have been delivered, there should be a feedback, the feedback reports whether people were satisfied with service or not

2.2.3 The relationship between public value theory and results based management

Pollitt and Bouckaert, (2000) states that many governments have been busy restructuring the public organisations through introduction of measures aimed at producing results and

attending to the needs of the public. Results based management is one of the reforms introduced by the governments; this reform focuses on improving peoples live through production of results. Public organisations should focus on the needs of the people to meet the targeted results. (Gwata;2012)RBM is meant to enhance efficiency in public organisations, it emphasises on the public value, therefore production of tangible results and delivering services is central to results based management. Public managers must be able to identify the needs of the citizens and act upon them, because public organisation must provide services to the people.

2.2.4 Theory of change and results based management.

The need for transparency, accountability, effectiveness and efficiency in public services saw many organisations reforming their operations. The public sector reformation requires a real environmental change; the organisations should acknowledge and accept the changes. The discussion paper (2005) asserts that for an effective implementation of results based management, organisations should be able to create an enabling environment. Results based management aims to change the way government organisation operates, initially it requires the government to establish an improved performance as the central orientation in terms of attaining the identified goals and results production. Organisations should establish a set of desired values and behaviours and take actions to foster these while avoiding the undesirable ones like low balling targets and inflating results. The theory explains the interventions needed for a change to take place, it calls for cooperation from agencies partners and non partners to make a real change. Every individual in an organisation from top management to shop floor employees should work towards making a change in terms of performance and achievement of results.

The theory of change encourages public sectors to adopt new administrative and managerial culture, like organisational learning. The theory want organisations to change their traditional management culture and create a new management culture focused on results orientation. These organisations should shift from hierarchical controlling culture which requires managers to familiarise and apply appropriate laws, regulations and procedures, to an organisational learning culture that requires managers to diagnose problems, design solution and develop adaptive implementation approaches. Organisational learning that will help

management in decision making and performance improvement. The theory of change has three components which help to explain RBM these are:

- (i) Planning or programme design-planning involves the development of programme strategy and it explains the programme concept and approach. It's simply the formulation of objectives
- (ii) Programme implementation-it provides the elements for monitoring and performance improvement.
- (iii) Programme evaluation and reporting-it presents programme information and progress for accountability and progress.

2.3 Why the need for results based management.

The government lacked the results oriented performance culture; therefore it needed RBM to improve its performance and produce results. Public sectors used to focus much on measuring inputs and outputs, rather than producing results. Discussion paper (2005) purports that traditional public sector had a managerial culture that emphasised on measuring inputs, activities and outputs whereas a results oriented culture is focussed on managing for the achievement of outcomes.

In Zimbabwe the public sector is facing a lot of challenges economically and these challenges are leading shortages in resources. Due to increasing resource constraints which cause poor public services, results based management was introduced to enhance and improve service production and delivery using limited resources available. The RBM strategy was determined to produce quality results using finite resources. The other reason why results based management was introduced in Zimbabwe is the deterioration of service delivery in terms of quality, quantity and timeliness. Implementation of results based management was meant to improve public sector services which had deteriorated hence causing poor living standards for the citizens. The public wanted better quality and more responsive services from the government. Gwata (2012) said RBM was expected to help address challenges emanating from pressures that included increasing stakeholder and demands, financial constraints as well as globalisation

The public wanted politicians who are more people-sensitive and service-oriented, they complained about the laziness and high level of corruption done by selfish politicians, therefore results based management came as a measure to increase transparency and to make politicians accountable for their actions. Welch et al (2005) concurs that the need for RBM was encouraged by the demands from the stakeholders who wanted attention as well as improved public service performance and quality service delivery.

Corruption led to unequal distribution of resources to the public. Public officers embezzled funds collected from taxpayers, some officers accepted bribes from citizens in exchange for certain favours. Nepotism and abuse of power became part and parcel of public sector organisation, this situation led the government to adopt and implement results based management as way to control the confused and chaotic situation in the public sector organisations because financial controllers wanted more effective resource allocation.

The private sector also wanted RBM in order to improve services and infrastructure for development and growth.

Donors wanted an efficient and effective use of limited aid fund; therefore results based management proved to be only available tool available at moment for that task, as it encourages use of limited funds to produce quality tangible results.

Also the growing challenges of the globalised borderless world gave birth to the need of results based management.

2.4 Basic Results Based Management Framework.

2.4.0 Problems/Needs.

Results based management focuses on the needs or problems of clients. It looks at problems to be addressed or resolved and acts upon them. Madhekeni (2012) states that the need for results based management was triggered by the problem of resource constraints, the quest for better quality and more responsive service delivery by the members of the public. Results based management became a global phenomenon because national and international stakeholders in the development process seek increased accountability, transparency and results from government organisation. There is need for “something to show” and this could be accomplished through presentation of tangible results (IBID). Rasappan (2005) asserts that

in implementing results based management it is important to assess the needs of a client and the strength of RBM is to focus on a client. DAC(2000) states that economic, social and political pressures in terms of budget deficit, structural problems, growing competitiveness and globalization, lack of public confidence in government and growing demands for better and more responsive services and more accountability has contributed to the adoption of extensive public sector reformation in terms of results based management.

2.4.1 Strategies.

These are the means and methods that are used to resolve the identified problems.

2.4.2 Inputs.

These are the resources used for carrying out activities, like human and material resources.

2.4.3 Activities.

Tasks carried out to produce outputs. This is an action taken or work done through mobilisation of inputs such as funds, technical assistance and other types of resources to produce a desired output or result.

2.4.4 Outputs.

These are products, goods, capital and services resulting from a development intervention. These can also be in form of changes resulting from the intervention relevant to the achievement of outcomes

2.4.5 Outcomes.

They are results or changes due to the outputs towards meeting the needs or resolving the clients' problems.

2.4.6 Impact.

Follow on or consequences of the outcomes over the period of time.

2.5 The key components of Results Based Management

2.5.0 Integrated development planning (IDP)

Planning involves formulation of objectives, selection of indicators to measure progress towards each objective and setting of explicit targets for each indicator to judge performance. The results chain facilitates the operationalising of the planning in the results based management and it shows the links between inputs, processes, outputs, outcomes and impacts (OECD, 2002). Integrated planning development is a structured and systematic approach to development planning with a complete vertical-horizontal integration and a clear focus on both programme outcome and impact (Rasappan 2010). Integrated development planning entails both strategic planning of national priorities and cascading these priorities to the contributing levels in a systematic manner.

2.5.1 Results-based budgeting system (RBB).

RBB mainly focuses on the value for money by linking resources to results. It shows the relationship between expenditure and targets. Rasappan (2010) stated that RBB presents an integrated outcome based programmes. (Thomas 2005) views results based management as a strategic management tool to assist in the improvement of both resource management and public sector accountability. Results based budgeting presents an integrated outcomes-based programme budgeting system to plan and manage financial resources Rasappan (2010). This changes policies into realities. Budget is acknowledged by IRBM in all levels in an organisation as a crucial performance management instrument. Thomas (2005) says, integrated performance management framework is at the core of the results-based budgeting system which is usually in form of a performance agreement. The performance agreement specifies the level of performance required by an entity for a given year. (Rasappan 2009). The integrated performance management framework is comprehensive since it focuses on a long term goals that match annualised objectives, provides baseline information that management can use for planning and goal setting and determines the required interagency coordination (Rasappan 2009; Thomas 2005). Owing to its integrated nature, the integrated performance management framework is considered to be the primary performance monitoring and reporting tool.

2.5.2 Results-based personnel performance system (PPS)

This deals with human performance management tool that focuses on systematic and purposive usage of human resources to achieve desired results using available resources. According to Thomas(2005) the personnel performance system has been viewed as one of the major elements in RBM. (Thomas 2005; Rasappan 2009) states that the results based personnel performance system facilitates the planning and implementation of the human resources management and human resources development. Rasappan(2010) stated that RB PPS ensures that staff performance at every level is systematically linked with substantive programme performance. This system is useful tool for driving reform of introducing initiatives. The appraisal system under the personnel performance system weighs towards the performance of an individual staff member, which can ultimately be linked to the integrated performance management framework.

2.5.3 Results based monitoring and evaluation system.

Monitoring and evaluation forms an integral part of the implementation of RBM(Farrell, 2009). M&E is a time framed assessment of performance reporting system backed by a comprehensive management information system. The monitoring and evaluation system, termed the Zimbabwe integrated performance management solution was managed by OPC. It consisted of the program planning, monitoring and reporting modules and facilitated the generation of timely and accurate information on ministry outputs.

2.5.4 e-government

The Electronic Government system refers to digital interactions between a particular government and its employees, businesses, agencies and citizens. It is an enabled, easily accessible framework for all government services on offer. E-Government is defined as the use of information technology, information and communication technologies and other web-based telecommunications technologies to promote and improve both effectiveness and efficiency of service delivery in a particular public sector (Jeong 2007). This component was designed by government to facilitate the provision of quality service delivery to all stakeholders and it was implemented in a larger context of modernising public sector business processes where an e-government framework and implementation strategy for the

period 2011-2015 was developed. The main components within the IRBM system provide the necessary structure for planning, monitoring and reporting on an organisation's performance with the necessary systematic links to personnel performance (Thomas 2005)

2.6 Link between results based management and service delivery.

Integrated results based management is meant to improve service delivery in both public and private sector organisation. (RBMG,2003;OECD 2000) states that RBM is aimed at improving performance management with central focus to results.(OPC 2012) the strategy was introduced in Zimbabwe to improve the quality of public service. If implemented properly ,the concept can positively affect the quality of life through the improvement of public service delivery(Koshly 2006).However at Public Works the introduction of results based management did little to improve service delivery, since there is still dissatisfaction among citizens about the services they receive from the Ministry. Previous authors just mentioned the link between results based management and service delivery just in passing they did not go deeper to explain the relationship between these two. They also failed to disclose how the RBM affects or improve the service delivery.

2.7 Implementation of IRBM in public sector organisations.

Binnendijk(2000) countries are reforming their public sectors in response to economic, social and political pressures. Koshly(2006) states that countries to have a sustained development effectiveness, they need public sectors that delivers services economically efficiently, which builds strong financial and non financial partnership with other development players. According to Gwata(2012) Zimbabwean public sector adopted the results based management with the expectation of improving the public services.RBM calls for new roles, relationships, expectations and approaches for both management and staff in an organization (UNJIU, 2004). That is, a whole new perspective to organisational operations envisaging a set of managerial attitudes and culture that focuses on results (Ibid). Implementation of the strategy entails substantial changes in the management style, activities, roles, responsibilities, relationships and levels of accountability (Saldanha, 2002). Mayne (2007) adds that, in the Public Service, there is again a need for a cultural shift from mere production of services with correct application of government regulations and procedures to making a difference.

Emphasis is always on the centrality of the client or customer and accountability for results (UNESCO, 2008).

2.8 Challenges in the implementation of IRBM in public sector organisation.

2.8.0 Unavailability of information.

The major challenge associated with implementation of results based management is availability of information related to it in the organisations.(Perrin ;2002 and Curristine ;2005b) said the government lacks quality information on RBM, therefore this influences the making of poor substandard decision using inadequate information. Production of appropriate and valuable data to effect sound decisions that are relevantis still a huge problem (Curristine, Luvti & Joymard, 2011; Mayne 2007a). This shows that there is a need for valuable information on results based management system. Due poor economies most developing countries find it difficult to access resources to produce quality information.

2.8.1 Lack of training

When implementing results based management in an organisation training initiatives must be put into practise since it is new and employees need to be made aware of it. Muir (2010)mentions lack of training and support as a hindrance to the implementation of RBM in the developing countries. This has negative implications for practitioner understanding of RBM, which could badly affect information systems (Muir 2010).It should be noted that developing nations also does not have qualified or professional coaches on results based management and as a result they end up depending on external consultants. Moreover, Madhekeni (2012) purports that scarcity of resources in Zimbabwe has prevented the employees from receiving training on RBM.Financial constraints often hinders the implementation RBM programmes (Muir 2010).due to lack of funds in Zimbabwe only heads of departments and top officials had access to RBM training and the rest of employees never got the chance.

2.8.2 Change management

Public sector organisations should change their culture for results based management to be fully implemented. Madhekeni(2012) states that there is still need to institute change management initiatives, so as to make officials understand that results based management is

meant to enhance service delivery. The effective implementation of RBM depends on an organisation's ability to create a management culture that focuses on results (United States General Accounting Office 1997). The Zimbabwean civil service culture has been described as "business as usual" (Madhekeni, 2012) where employees are not moved by any sense of urgency, neither are they willing to change their way of operation to suit the new system. Such a culture will definitely stand in the way of RBM. It therefore appears that although the new concept of RBM has been brought to the problem of developing a results-oriented culture in a public sector organisation. Very often reforms encounter resistance as it is difficult for individuals in organisations to change their management behaviour (Mayne 2007; Armstrong, 2009). A main reason for the resistance to change of managers and staff is that they become comfortable with the ways of doing things. Moreover, they are satisfied with the *status quo* and are therefore not motivated to improve their performance (Amjad 2003). Another reason why organisational culture change in implementing RBM system is difficult, is that senior management might not be fully acquainted with the system and therefore

2.8.3 Lack of commitment and involvement of top officials.

The government employees need to change their mindset on the implementation of results based management, because they lack commitment and enthusiasm on the system. They should understand that the programme leads to improved public services. The central government Terminal Evaluation Report 2006 – 2007 stated RBM lacks appreciation from other top management, they still don't understand "what managing for results" is all about. Madhekeni(2012) thinks that the implementation of RBM seems to be a rushed effort since a lot of "mist" is yet to be cleared from a number of key stakeholders. Implementation failure has also been blamed on leadership commitment and Mayne (2007) acknowledges the importance of leadership in implementing RBM. Leaders have a crucial role of crafting key reference documents which are also used as referral points for performance by lower level employees (UNDP, 2004). Schacter (2004) acknowledges that in Canada, public servants indicated the need for leadership to implement RBM. Performance agreements in Zimbabwean government ministries have not been forthcoming (OPC 2012) and it is not clear whether this is to do with leadership commitment or not

2.8.4 The problem of importing models of RBM.

Results based management when being adopted should be tailor made to suit each and every organisation, because importing the management tool as it is from other country may hinder

its success stories in a particular country. The Auditor General of Canada (1996) stressed that the RBM system should be tailored towards the needs and situation that is unique to the users. Organisations are often tempted to adopt a successful RBM without realising that certain management technologies cannot merely be transferred to the new organisation (Col et al 2006:7). Each country has its own history and is unique with its own political ideology, internal priorities and available resources, which is often overlooked by international consultants (Saldanha (2002). As such, Amjad(2003) warns against importing models of RBM from developed countries, while Curristine, Lonti and Joumard(2010) suggest that RBM strategies should be adopted to meet the specific national objectives of a particular

2.9 Summary.

The chapter mainly covered the literature on results based management, what other scholars have written. This chapter focused what other reputable authors say on the cornerstones of results based management, its implementation in the public sector organisations and challenges faced in its implementation.

CHAPTER THREE: DATA ANALYSIS AND PRESENTATION.

3.0 Introduction.

This chapter presents and analyse data which has been collected from the research area. The methods used for collection of data include questionnaires and interviews. This section answers the research questions and objectives of the study. Data was analysed using percentages and frequencies presented in graphs and tables. The researcher also used the descriptive manner as a way of presenting data.

3.1 Background characteristics

The table 3.1 shows the characteristics of respondents.

Characteristics	Number of respondents
Sex	
Male	23
Female	9
Age of respondents	
20-30 years	2
31-40 years	18
41-50 years	7
51+ years	5
Work experience	
5-10 years	12
11-15 years	8
16-20 years	5
21 + years	7

Source: field survey

3.2 Data collection and response rate

According to (E.T.A:2010) response rate is the number of participants who completed a questionnaire divided by the total number who were asked to participate. 40 questionnaires were given to respondents,8 were not returned and 32 returned resulting to80% response

rate. Cresswell(2013) states that response rate should be more than 50% in order to come out with results which are valid and reliable.

3.3 Questionnaires and interviews response rate.

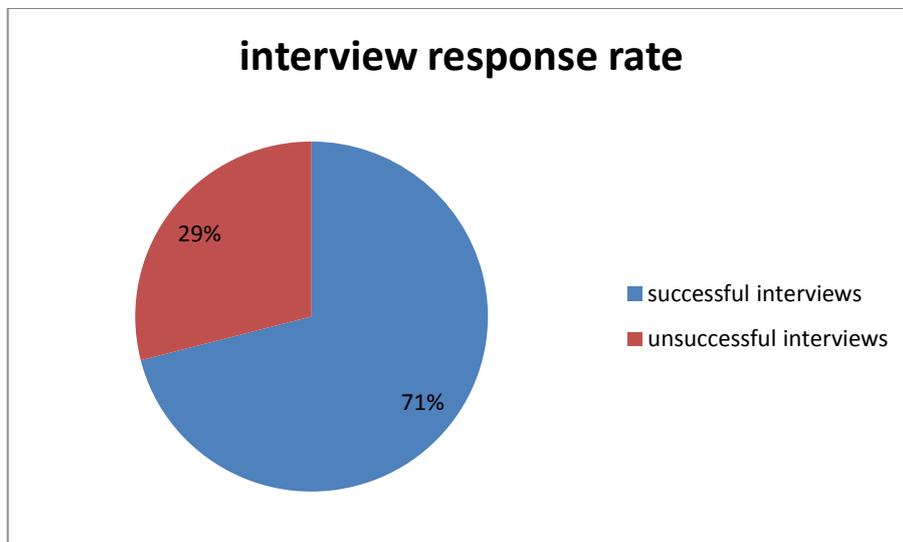
Table 3.2 shows questionnaire response rate

	Number of questionnaires	Percentage response%
Distributed questionnaires	40	100%
Returned questionnaires	32	80%
Not returned	8	20%

Source: Raw Data.

3.4 Interview Response Rate

Fig 3.1 shows response rate of interviews.

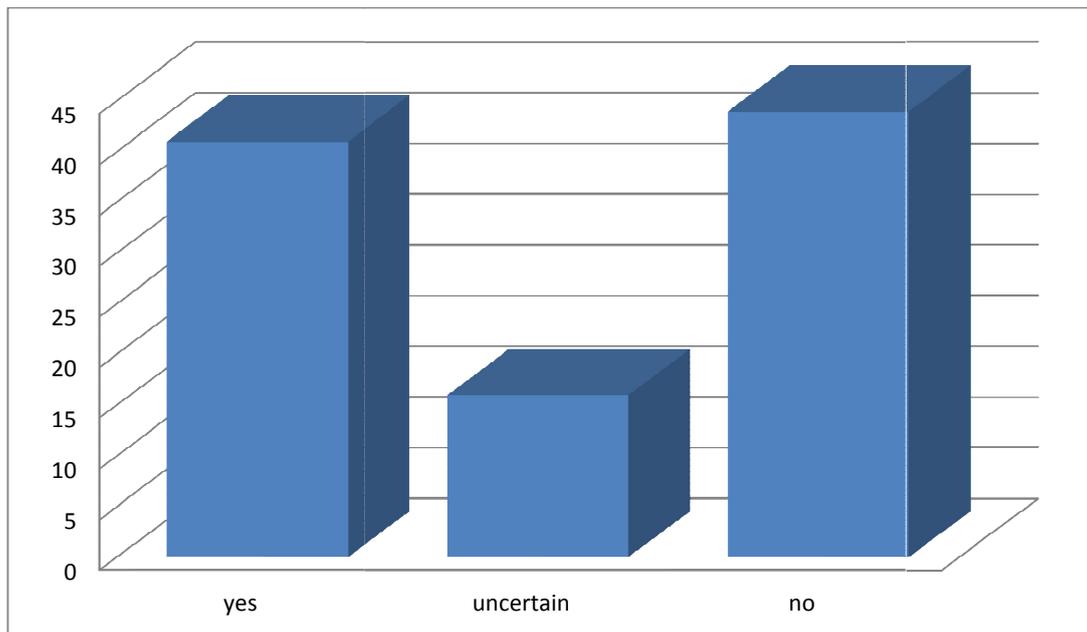


Seven interviews were planned and only five were executed, resulting to 71% response rate. According to Gall and Borge (2004) says 10% response rate warrants an analysis of the results of any tested sample of data, therefore 80% and 71% of both questionnaires and interviews gives the researcher the platform to warrant an analysis of the findings.

3.5 Respondent's knowledge of the RBM

The researcher had to acquire the extent at which the employees of PW are acquainted of the concept of RBM. Below is the graph illustrating the level of knowledge about the RBM by the PW employees.

Fig 3.2 knowledge on results based management.



The researcher observed that 41% of the employees at Public Works know results based management, 16% does not understand the RBM and 44% is not aware of the RBM concept. This shows that only a few have the knowledge and understanding this, hence the researcher can say the RBM is not fully implemented at PW and this in turn affects service delivery.

3.6 Use of integrated results based management at Public Works

The question intended to establish the use of RBM at Public Works.

Table 3.3 shows the use of results based management at Public Works.

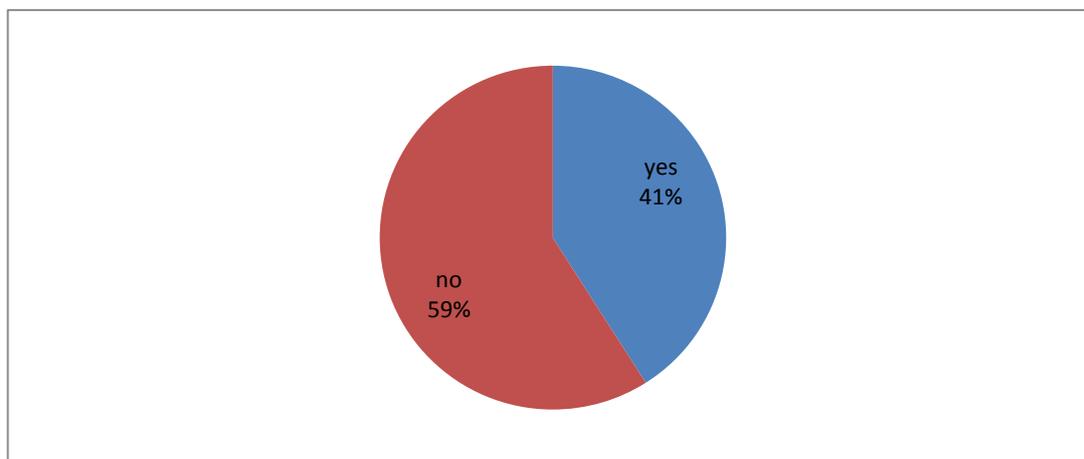
Responses on use of RBM at Public Works	Percentage
Agree	41
Not certain	16
Disagree	44

Source: Field Survey

The data collected at Public Works shows that 41% agrees that PW uses RBM as a management strategy, 16% was not sure of it and 44% disagreed that PW works uses RBM. The findings report that even though PW uses RBM only a few are aware of the concept because most of the employees do not understand it and some are ignorant to it. Madhekeni (2012) supports this by saying majority of government employees on both the importance of RBM and the conceptual issues themselves. This is supported by Mayne (2007) who says that it is necessary to provide quality data information in RBM system

3.7 Results based management training

Fig 3.4 shows training of employees on results based management.



Source: Field Survey

According to Madhekeni (2012) the introduction of results based management brought about human resources capacity building through series of training workshops. This is true but at Public Works this research discovered that only 41% of employees attained results based management training whilst the majority which consist of 59% did not receive results based

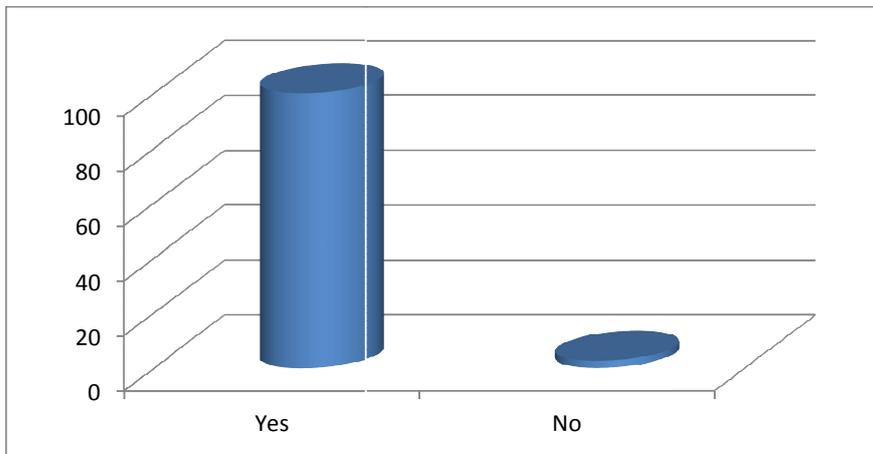
management training due to lack of funds and resources. These findings are supported by Madhekeni (2012) who concurs that lack of resources has been hindering the training initiatives for the majority of Zimbabwean employees to become acquainted with the concepts of RBM and training in government department has been largely limited top officials and heads of such departments.

3.8 Service provision

When the employees were asked these questions various answers were given. Some are plumbers, carpenters, painters, bricklayers' admin officers, clerks among others. These employees they know their job description very well because they managed to state what they really do at Public Works. There were variations in terms of the times they provide the services this is because there most of the jobs or activities done at Public Works require resources but at the moment the government is facing a challenge in providing those resources. 65% of the informants indicated that citizens are not satisfied with the services they provide because of lack materials to use. The researcher through direct observation during the attachment period noticed that people are not happy with the services provided at Public Works because several times she received complaints from the public about late service provision. The researcher also noticed that most of employees come to work from Monday to Friday just to sit because they don't have what is required to provide services. However 35% of the sample confirmed that their services satisfy the public because they never received any complaints about their previous activities. One respondent wrote 'people are very satisfied because they receive good and quality services from us'

3.9 Use of work plan

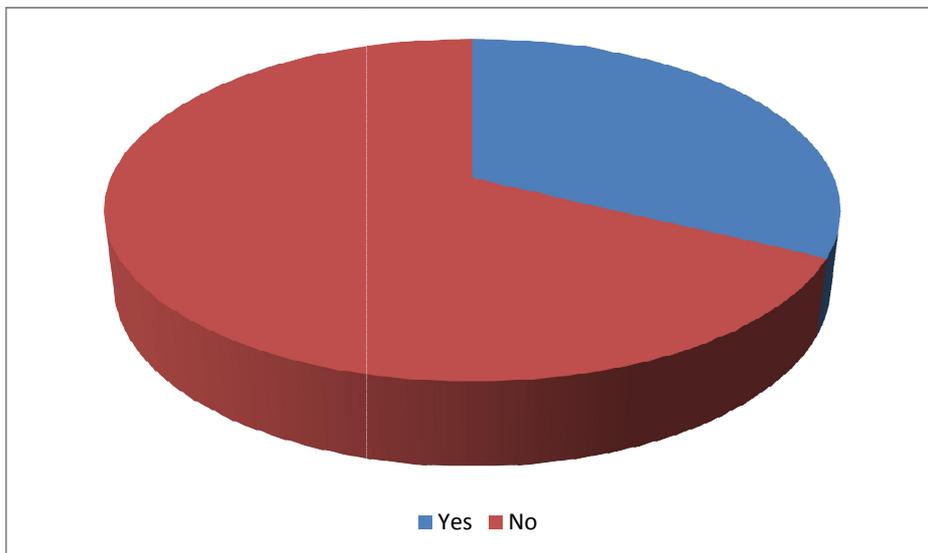
Fig 3.5 shows the use of work plan at Public Works



Work plan is like a road map or set of guidelines in a workplace which directs employees in executing their duties. 32/32 respondents which gives us the percentage of 100% strongly agreed that they have work plan with objectives to be achieved this shows that Public Works uses RBM in the sense that the organisation is able to plan for the results.

3.10 Realistic goals and targets

Fig 3.6 shows the goals and targets set at Public Works.



33% of the employees said the objectives and targets are achievable whilst 69% said these objectives and targets are not realistic and achievable considering the fact that there are no

funds to purchase resources to use. Curristine (2005) says setting targets too high could motivate an organisation, but it could create unrealistic expectations which an organisation could fail.

3.12 Monitoring

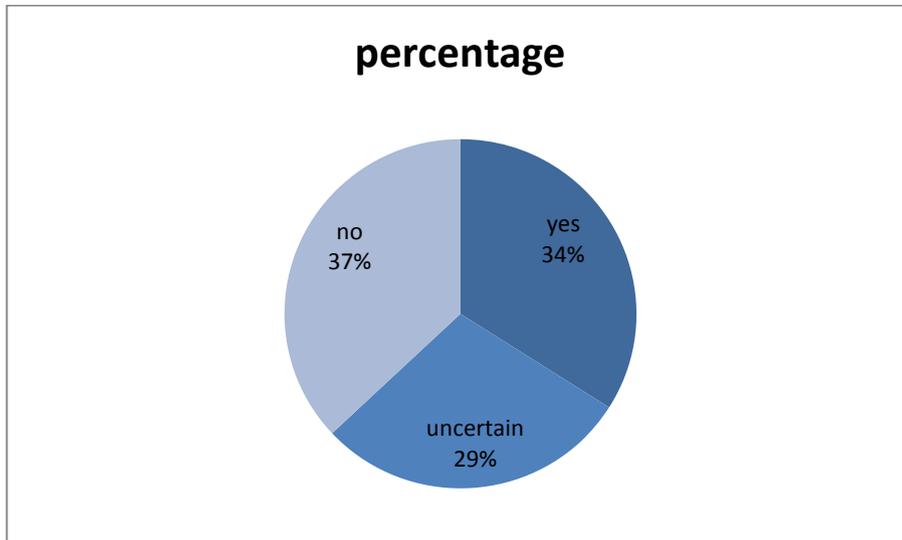


Fig 3.8 above shows the monitoring of work at Public Works.

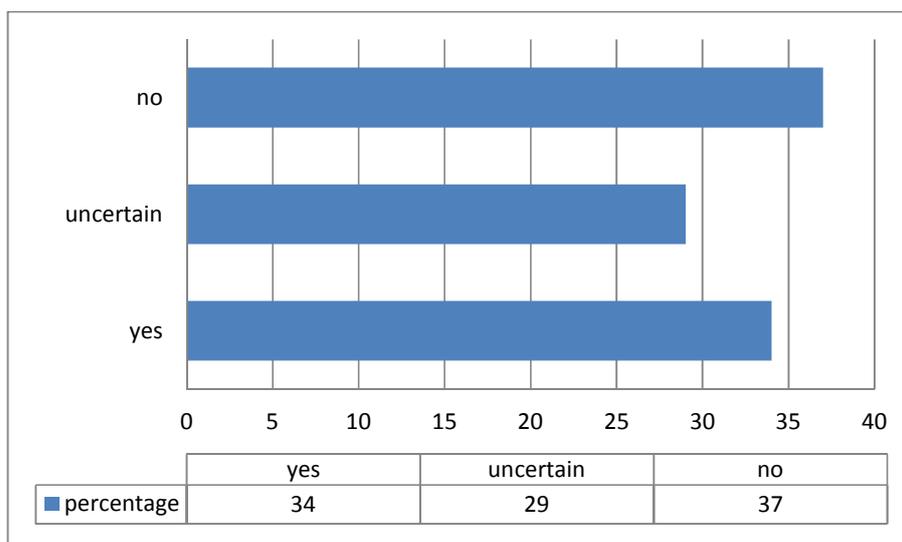
100% of the respondents answered that their work is monitored. This is some sort of a follow up of those targets and objectives set.

3.11 Employee motivation through rewards and incentives

The employees at Public Works get nothing except salary, which is sometimes delayed to motivate them in executing their duties. There are no rewards or incentives given to those who managed to meet the set targets, this demotivates employees and therefore affecting service delivery at Public Works. One respondent said besides the salary one get at the end of the month, there is nothing else. Eyben(2013) says, the purpose of financial incentives is to reward employees who perform exceptionally well and to enhance their motivation to attain higher levels of performance. Without the use of appropriate incentives, there is no encouragement for performance improvements of organisations,(World Bank 2003)

3.12 Improvement of service delivery through results based management

Fig 3.9



34% of the respondents agreed that results based management improve service delivery, 29% was not certain of this and 37% disagreed that results based management improves service delivery. One of the informants stated that the use of results based management encourages the use of available resources to achieve the laid down targets, this is supported by who says. Another respondent wrote, ‘if correctly implemented it really improves service delivery by making sure that the employer and the employees are satisfied’.

3.12 The link between results based management and service delivery

Only a few managed to answer this question about 31% and 61% were not able to answer this question they left blank spaces. The findings showed that the employees still lack the understanding of the relationship between results based management and service delivery and therefore this lead to production of poor results and provision of poor services. This is supported by Dhoro etal (2013) who asserts that public sector employees are not keen to account for their duties and they have habits of moonlighting and absenteeism which spoils the precedence over production, therefore this culture has been a great challenge in emphasising accountability, transparency and demonstration of results. Though many do not understand the relationship of RBM and service delivery however there are some who managed to reveal the relationship between the two. One of the respondents wrote ‘I think

management of available resources will help achieve set targets and thereby improving service delivery'. The informant is in concurrent with Osborne and Gabbler (1996) who concurs that results based management provides the hope for deteriorating service delivery to many governments and has been widely accepted and believed to be the solution to the problems being encountered in the public sectors all over the world. This is also supported by Col etal (2006) who concurs that such tool was needed to beat the ever increasing pressures from stakeholders for improved service delivery.

3.13 Responses from the head of department on their knowledge on results based management

Seven interviews to the head of departments and management, at least five were executed and came out successfully. Two failed because of the unavailability of personnel to be interviewed. The main reason for the interviews was to answer questions addressed in the questionnaire with a sense of clarity and instant feedback.

The head of departments were asked to define and explain the results based management in their own understanding. The all managed to answer this question, they explained it as the strategy of managing an organisation for results using few resources as inputs and both employer and employee should work towards achieving the results. Some respondents' defined results based management as a timely measure of performance using outcomes as a measurement, through achievement of set organisational targets and goals. Other respondent said result based management is the management of results to improve and enhance efficiency and effectiveness in public sector organisation.

3.14 The relevance of results based management to various departments at Public Works.

Results based managements brings efficiency in public sector organisations. The head of departments at Public Works said RBM is relevant to their respective departments especially during this time where resources are few because it ensures that those resources are used to full capacity in order to bring out effective public services. Results based management uses

set goals and targets to produce results therefore one of the respondents said the RBM brings efficiency as people will be working to meet the set targets, thus improving service delivery.

3.15 Employees' awareness of the use of RBM at Public Works.

All the respondents said the employees are aware of RBM but the problem is that they do not understand and others are stubborn to change the way they do things or they do not want to accept this management tool.

3.16 The year of results based management implementation at Public Works.

All respondents did not know when the result based management was introduced. The researcher got different years no RBM implementation at Public Works, some mentioned 2009, 2010, 2011 and 2012 but they are head of departments and this shows that they are not really concerned about it. These respondents showed lack of commitment in the issue of results based management. Dhoro et al (2013) postulates that senior leaders lack commitment and enthusiasm for the system and they have failed to avail the key documents to ministries and development in time. This also supported by Amjad (2003) who says senior management might not be fully acquainted with the system and therefore fails, to value its usefulness.

3.17 The reaction of employees to the implementation of RBM.

From the answers the researcher got from head of departments she found out that results based management was not did not receive a warm welcome when it was implemented. The respondents said the employees were not happy when results based management was introduced, received it negatively because they did not understand it, they only signed the circulars that the concept is now in use at public works but they did not receive any training. Another respondent just said it plainly that employee's do not like RBM. From the answers given by the respondents the researcher discovered that the employees at Public Works do not know and understand what result based management really is. Public employees have shown resentment to RBM, they view it as inapplicable (Common 2011 & Siddique 2006).

3.18 services provided by Public Works to the citizens and their responses to these services

The respondents specified their roles to the public according to their departments, some said they provide standard housing to the public to the people Zimbabwe, others provide stands to the people who want to build their houses, collect revenue for the government and the maintenance of government plants, equipment and buildings like school, hospitals, prisons and many others. One of respondents said the citizens are happy with their services because they own houses, some said the people are not very happy because of the inadequate funds to deliver the services they deserve.

3.19 The relationship between results based management and service delivery

Results based management is meant to enhance service delivery. The relationship between service deliveries is that if everything provided in time in terms of resources it means the employee the employee will be very happy and as a result his or her duties will be achieved amicably. If good results are produced it implies that high service delivery is achieved. These are the responses of the interviewees concerning the relationship between service delivery and results based management. The respondents were in concurrent with Col et al (2006) who postulates that RBM was needed to address the demand for improved service delivery by the stakeholders. This is also supported by Thomas (2006) who says if well implemented the concept of results based management can positively affect quality of life through the improvement of service delivery.

3.20 Enhancement of accountability and transparency through results based management.

Respondents argued that results based management makes employees accountable for their time and slackness is minimised as there is some kind of follow ups in their work. One of the respondents pointed out that the supervisor and subordinates sign agreed work plan for the whole year and there is also transparency in the sense that any activity related to results based management need contribution of subordinates and the supervisor, i.e. quarterly reviews and ratings. Another informant agreed that RBM can enhance accountability and transparency if it is well implemented since it looks at the output or results produced and an employee is

accountable for his or her actions. The respondents said results based management enhances transparency and accountability. This was in line of Bester (2007) who viewed RBM as a solution to improve accountability and transparency of operations. This view is also supported by Meier (2003) who concurred that to ensure advantages of results based management transparency is therefore necessary. However for RBM to be successful a conducive environment to accommodate it is needed. The environment that lacks transparency weakens the results based management approach (Meier 2003).

3.21 challenges associated with results based management and ways to improve them.

The respondents said there are challenges that are linked to results based management, first one being the poor implementation of the management tool. They also mentioned lack of incentives and resources for staff development are the major challenges they face in their organisation. One informant said the employees are not familiar with the RBM and also shortages of funds the training gap is a challenge we are face with in a department for now. The other informant said the problem considering the issue of results based management is lack of resources. This is supported by Muir (2010) who contends that the funding of RBM programme was not sufficient. Pazvakavambwa (2014) also postulates that the public sector lack resources dedicated to results based management. The respondents suggested that these challenges can be overcome through provision of resources timeously by the employer so that the employees can be able to execute their duties, incentivising employees and budgeting for results based management training for employees.

3.22 Findings

The findings states that the ministry of local government,public works and national housing is using the results based management but the many employees are not aware of it because the concept was not well implemented. According to the data collected when the policy was implemented, employees only signed the circulars that the organisation is using the results based management but they were not trained or oriented about it.

At Public Works there are no rewards or punishments given to those who met or failed to meet the set targets respectively. At times the monthly salaries are delayed and this leads to demotivation of employees in executing their duties.

The ministry does not have adequate resources to use. Workers spend most of their time seated with nothing to do their work places because they do not have materials or resources to use and this resulted to poor service delivery.

The managerial and the head of departments despite the RBM training they received still lack understanding of it. Some have attitude towards RBM therefore they are reluctant to accept it.

3.23 Chapter summary

The chapter presented and analysed data on graphs, bars, pie charts and tables in assessing the impact of results based management on service delivery in Ministry Of Local Governments, Public Works and National Housing. The chapter provided a basis on which conclusions and recommendations will be drawn.

CHAPTER 4: Executive summary, conclusions and recommendations

4.0 Executive summary

To carry out this study the researcher was influenced by the widening of poor service delivery at Ministry of Local Government, Public Works and National Housing to examine the impact of Results Based Management on service delivery. The Zimbabwean government like many governments all over the globe introduced the new management strategy in its public sector organisation called results based management to improve, accountability, transparency and service delivery using limited resources. The researcher wanted to gain a deep understanding of why the service delivery at Public Works is still poor when it is also using the RBM system. The researcher had objectives that were accomplished. These objectives were to assess the implications of RBM on service delivery at MLGPWNH, to establish changes brought by results based management at PW, to establish the link between RBM and service delivery, to assess whether RBM was fully implemented at PW and to establish challenges caused by RBM at PW.

During this research the researcher reviewed the works of previous scholars who presented a profound knowledge on results based management, its implementation and challenges faced by organisation because of results based management. In reviewing literature the researcher established the research gap. The researcher went on to collect data using at Public Works using primary and secondary materials. Primary sources of data include research questionnaire, direct field survey and semi structured interviews of head of departments. The random and purposive sampling methods were used to select the target population. Secondary sources included journals, reports and internet.ch concentrated on the background of the study which established the gap in literature of the impact of RBM on service delivery hence the development of the statement of the problem and formulation of the objectives which the research questions sought to answer. The collected data was analysed and presented in form of graphs, tables and pie charts. With the data from PW the researcher managed to come up with suggestions recommendations and the conclusion.

4.2 recommendations

Having done the data collection and all the findings the researcher came up with the following suggestions to the Ministry of Local Government, Public Works and National Housing in order to improve the service delivery.

Public Works should make all of its employees aware of the Results based management. Training sessions should be established so that employees also get the chance to attend these training sessions. Employees should also be given opportunity to attend RBM workshops and seminars. Each and every employee should be know and understand the results based management and what it stands for through workshops and training.

The management and the head of departments should also change the way the view results based management. They need to change their attitude towards RBM and accept it in order to produce quality results that will satisfy the public and stakeholders.

Employees need motivation. Incentives and rewards are necessary for employees especially those who meet targets. Motivated employees strive harder to achieve and meet the target because they know that at the end of the day their work is recognised. Punishments should also be given to those who fail to meet the targets.

The ministry should provide resources to the employees so that they can be able to execute their duties effectively, because without resources no work and no results produced leading to poor service delivery.

4.3 Conclusion

In a nutshell the integrated results based management is strong, effective and efficient tool that can enhance accountability, transparency as well as service delivery but a number of limitations have undermined it. Lack of employees training, lack incentives and rewards, as well as lack of resources, therefore provision of these can improve service delivery at Public Works.

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APPENDIX 1

COVER LETTER

To whom it may concern

Ministry of Local Government, Public Works and National Housing

Stand no 1054

Gweru

RE: APPLICATION FOR AUTHORITY TO CARRY OUT RESEARCH.

I am a fourth year student at the above mentioned school and I am carrying out a research on 'The impact of results based management on service delivery'. The research is done in partial fulfilment of Bachelor of Social Sciences Degree in Politics and Public Management which I am currently undertaking.

I kindly ask for your assistance in completion of the questionnaires attached to this letter. The information that you provide will be highly confidential and strictly used for academic purposes only.

Your cooperation is greatly appreciated.

Yours faithfully.

Lilian, Maposa.

7. Are the people satisfied with your service and why?
.....
.....
.....
8. Do you know results based management? Yes/no
9. Do you think public works uses results based management as a strategic management tool? Yes/no
10. Did you receive any training on results based management? Yes/No. If yes what did you understand about results based management? If your answer is no why?
.....
.....
.....
11. Does results based management improve your services? Support your answer.
.....
.....
.....
12. Do you have a work plan with objectives and targets to be achieved within a given period of time?
Yes/No
13. Are these goals and targets realistic and achievable? Yes/No
14. Is your work monitored? Yes/No
15. What kind of motivation do you get to carry out your services?
.....
.....
16. Are there any rewards given to those who meet the targets? Yes/No
17. What do you think is the relationship between results based management and service delivery?
.....
.....
.....

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APPENDIX 3

INTERVIEW GUIDE

Population Targeted: Head Of Department.

Occupation.....

1. In your own understanding what do you think results based management is?

.....
.....

2. Is it relevant to your department and why do you say so?

.....
.....

3. Are the employees aware of the concept of results based management? Yes/No

4. When was results based management implemented?.....

5. What was the reaction of employees to its implementation?

.....
.....

6. What services does your department provide to the public?

.....
.....

7. Is the public happy with these services and why?

.....
.....

8. What is the relationship between results based management and service delivery?

.....
.....

9. Does results based management enhance accountability and transparency in your department and how?

.....
.....

10. Are there any challenges associated with results based management and how can they be improved?

.....
.....