

**DETERMINANTS OF IMPLEMENTATION OF RAPID RESULTS INITIATIVE
IN KENYA'S DIRECTORATE OF PERSONNEL MANAGEMENT**

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ABSTRACT

Rapid Results Initiative (RRI) is a new approach of service delivery in the public and private sectors, where various critical areas are identified and targets set to be accomplished within short periods, of 100 days. The attainment of the set targets sets the pace and standards to be up-scaled for the performance in the organization. The approach was piloted in Kenya in 2004 and since then it has been adopted by various Ministries. The Directorate of personnel Management is charged with the responsibility of spearheading the reforms. However, complaints have still persisted against the public sector, despite the implementation of Rapid Results Initiative. This has raised concern over what has caused RRIs ineffectiveness. The study sought to find out the determinants of the effective implementation of RRI. The objectives of the study therefore were; to investigate effects of training on effectiveness of Rapid Results Initiative, to examine the effects of communication on the implementation of Rapid Results Initiative, to investigate the effects of leadership on the implementation of Rapid Results Initiative and to assess how resources affect the implementation of Rapid Results Initiative. The study adopted a descriptive research design. It was based on the Contingency Theory. Departments were selected using stratified sampling technique after which simple random technique was used to sample the 150 employees from the strata according to levels of management. Employees who participate in the study were sampled using simple random technique. Data collection was done using questionnaires, interview schedule and document analysis. The questionnaires will be administered by the researcher to selected employees. Head of Departments (HODs) and Sectional Heads participated in interviews. Collected data will be presented using descriptive statistics. These included frequencies, percentages and tables. Statistical Package for the Social Sciences (SPSS) program was used to help in the data analysis. It is hoped that the findings of this study will be useful to The Directorate of Personnel Management to enable it put into consideration the various determinants that affect the effectiveness of implementing RRI. Other government and private organizations may also benefit from the findings. The study clearly indicated that various training methods were used. These include; lecture method, demonstration method, class discussions, question and answer method, and group presentation method. The training did not target maximum level of relevance and applicability. The study indicated that various methods of communication were employed during the implementation of RRI which include; memos, face to face and circulars. It also showed that leadership has not been on fore front in the implementation of RRI. Resources for implementation projects undertaken under RRI were found to be inadequate. The study recommends that there should be a way of ensuring that all the employees are captured in training on RRI. The training programme should also capture all expected outcomes. There is a need of encompassing all modes of communication in the organization so as to reach as many people as possible. There is also a need of targeting the whole workforce when communicating on RRI. Effective implementation of RRI calls for managers who are leaders well trained in RRI. Success in any project is desirable, for this to happen especially in RRI implementation, heavy investment in resource provision and induction on their use is called for.