EFFECTIVENESS OF BUSINESS PROCESS REENGINEERING PRACTICE AT THE UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP) KENYA COUNTRY OFFICE

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A Management Research Project Submitted in Partial Fulfillment of The Requirements for The Award of Degree of Master of Business Administration (MBA), School of Business, University of Nairobi.

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DECLARATION

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

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This project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

To my dear parents, Phineas and Priscilla who encouraged me to read on

And to my siblings, Sam, Jane and Juliet and last but not least my two lovely children and the love of my life Reuben.
Acknowledgements

I sincerely express my gratitude to God the Almighty for giving me this opportunity to read. It is by His will, mercy and grace that I have come through. Thank you.

My invaluable appreciation to my supervisor Ms Florence Muindi who tirelessly assisted in the writing of this paper. Her selfless sacrifice to meet me at all the time. Thank you.

To my family members who have been my support at all the time.

To my office UNDP Kenya the Resident Representative, Mr. Aeneas Chuma for giving me the opportunity to conduct the research at the office,

The Deputy Country Director, Mr. Tom Ole Kuyan who gave me guidance all along on the processes and the information that I ever needed.

To all Unit heads at UNDP that selflessly gave their time and information to complete this research.
Abbreviations

<table>
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<th>Abbreviation</th>
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<tr>
<td>ATLAS</td>
<td>UNDP Common IT Platform</td>
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<td>BPR</td>
<td>Business Process Reengineering</td>
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<td>CEDAR</td>
<td>Capacity for Efficient Delivery of Achievable Results</td>
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<td>CPAP</td>
<td>Country Programme Action Plan</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>DEX</td>
<td>Direct Execution</td>
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<td>ERP</td>
<td>Enterprise Resource Planning</td>
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<td>GSS</td>
<td>Global Staff Survey</td>
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<td>ICF</td>
<td>Internal Control Framework</td>
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<td>ICT</td>
<td>Information Communications Technology</td>
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<td>KCO</td>
<td>Kenya Country Office</td>
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<td>MS VISIO</td>
<td>Micro Soft Visio- Software</td>
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<td>NEX</td>
<td>National Execution</td>
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<td>TAB</td>
<td>Technical Assistance Board</td>
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<td>TL</td>
<td>Team Leader</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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<td>RMG</td>
<td>Results Management Guide</td>
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<td>RPF</td>
<td>Resource Planning Framework</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNDAF</td>
<td>United Nations Development Assistance Framework</td>
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<td>UNDP</td>
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Abstract

Business Process Reengineering (BPR) is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed. A process is a structured, measured set of activities designed to produce a specified output for a particular customer or market. Reengineering focuses on the organization's business processes—the steps and procedures that govern how resources are used to create products and services that meet the needs of particular customers or markets. As a structured ordering of work steps across time and place, a business process can be decomposed into specific activities, measured, modeled, and improved. It can also be completely redesigned or eliminated altogether. Reengineering identifies, analyzes, and redesigns an organization's core business processes with the aim of achieving dramatic improvements in critical performance measures, such as cost, quality, service, and speed. The elements of an effective reengineering effort are customer relations, information sharing, management participation, use of IT, prior preparation, empowerment of employees to make decisions, efficiency in the office and the actual implementation of the reengineering.

The objective of this study was to establish how effective the process had been. The study used the case study design, as it was not intended to develop or defend any particular hypothesis. In this case, Descriptive research method was used which involves describing systematically the facts and characteristics of an area of interest, factually and accurately. The researcher used primary sources to collect the data which consisted of a interview guide comprising of open ended questions. The data was analyzed using content analysis so as to get the inference of the respondents from the interview guide used. The research had a population of six departmental heads namely the Operations, Human Resources, Procurement, Finance, IT and Programmes. All very instrumental in the reengineering process at the UNDP office being mid level managers.
All the six were interviewed and the findings herein indicate that the reengineering process at the office was a success. Key improvements were perceived to be in the areas of process improvement and little improvement was noted in the area of alignment towards the customer care and cost reduction. It can be inferred that business process reengineering implementation was focused on process improvement in the area of process management. These improvements may be achieved by resulting to other means of process improvement such as Total Quality Management. The efficiency in the office greatly improved due to the introduction of process based rather than function based processes thus managing to eliminate delays caused by processes and non value adding processes.

From the findings in the study, organizations should not be hesitant to implement radical changes as BPR can actually lead to improved cost management and customer care thus leading to production efficiency. In order to undertake BPR and ensure success there should be a business case and top management support. Good leadership is key to success and must be exhibited throughout the reengineering process. Organizations should seek to change the entire organization as opposed to making changes in departments. In all the reengineering process at the UNDP was a success. The actual implementation was a success though the respondents felt that they needed more training so as to enhance the reengineering efforts. Overall it was felt that the project had achieved its objectives. The challenges encountered as in all organizations were such as resistance to change, while the researcher would encourage further research on a qualitative study that would give an edge on the organization being able to compare it with such other organizations undertaking business process reengineering.
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CHAPTER ONE: INTRODUCTION

1.1 Background

Business Process Reengineering (BPR) is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed (Hammer & Champy, 1993). Business processes is a set of logically related tasks performed to achieve a defined business outcome (Davenport & Short, 1990). A process is a structured, measured set of activities designed to produce a specified output for a particular customer or market.

It implies a strong emphasis on how work is done within an organization (Davenport, 1993). Many organizations have initiated reengineering efforts and often use the term to reengineering to describe what they do be it incremental process improvements, downsizing to even new information technology systems. The concept of reengineering has been around even before the 1990’s (Grover & William, 1998). Some scholars argue that it is a derivative of scientific management and further enhanced by the value chain concept, (Porter, 1985). Business process reengineering also has its roots in quality management and process improvement however the key aspect of reengineering is starting from a clean slate.

The need is for a radical change in the way we all work as stated by (Macdonald, 1995). Competitive pressure to meet customer expectations is growing at an ever faster pace. The steady improvement of products and services is no longer sufficient to survive in the global marketplace. Quality management methodologies such as Total Quality Management, Six Sigma and process improvement techniques focus on improving existing process whereas business process reengineering (BPR) brings about new processes. From a BPR perspective the non adding value processes should be obliterated
rather than improving or automating them (Hammer, 1990). Reengineering is quite disruptive to a business and successful businesses never undertake reengineering efforts, in quality and process improvement techniques the degree of change, risks and desired performance improvement is much less than those of a reengineering exercise.

1.1.1 The concept of Business Process Reengineering

BPR is there to help organizations take advantage of existing corporate initiatives and bring them together into a coherent framework. It does not tell offices what to do rather; it suggests processes and provides “know-how” on how to get organized in a manner that makes sense in the local situation. Which is not a reprofiling or a downsizing exercise rather; it is aimed to help increase the capacity to deliver development results effectively and efficiently. There are several models and approaches to implementing BPR and an organization should seek to adopt depending on the organization’s needs and capabilities (Davenport, 1993).

No amount of reengineering will put a company on the right track without a right business theory, (Drucker, 1993) a company beset by malaise and steady deterioration suffers from something more serious than inefficiencies. An organization seeking to undertake BPR must therefore examine some key elements of its organization structure beforehand to maximize benefits in the BPR implementation. Business Process Reengineering is a discipline in which extensive research has been carried out and numerous methodologies churned out, such include Prepare for reengineering, Map and Analyze As-Is process, Design To-be process, Implement reengineered process and Improve continuously (Davenport, 1993).

Business process reengineering, is hailed as one of the current major drivers of change within organizations, helping them to survive in the more competitive, customer-oriented commercial environment of today. Process Orientation is a new paradigm for the organization or a business. Instead of the traditional inward-bound functional orientation,
which divides the company into functions like sales, production, procurement, and product development, process orientation organizes organizations around their processes (Alavi & Yoo, 1995)

The basic idea is, to have everybody in the company in a systematic way better and directly serve the customer, who is at the receiving end of business processes. Thinking in process management was introduced with the concept of Total Quality Management (Macdonald, 1995) Process thinking and managing is at the heart of Business Reengineering. Members of the organization are no longer looking upward into the hierarchy, but ahead to the customers, who ultimately drives the organization. A process orientation can be assessed in basically two ways depending on the degree of change required: Process simplification and Process Reengineering (Coulson-Thomas, 1994)

Simplification usually results in an incremental rather than a major step change. Simplification exercises tend to take for granted an existing framework, the limits of installed Information Technology, as well as current attitudes and behaviors. In contrast Business Reengineering aims at fundamental or frame-breaking change. A reengineering exercise challenges the existing framework, questions attitudes and behaviors, and might suggest the introduction of new Information Technology. In practice though, simplification and reengineering can overlap and together form the process orientation of an organization (Coulson-Thomas, 1994). Business process reengineering is also known as business process redesign, business transformations or business change management.

1.1.2. Business process reengineering practices

The idea of designing businesses has been around for a long time and structured methods of doing this emerged in the 1980’s (Dale, 1994). Task oriented jobs in today’s world of customers, competition and change are obsolete, and companies must organize work around processes (Hammer & Champy, 1993). In theory BPR provides the missing link between the layer of strategy and that of the information system design, recommending a
holistic perspective which encourages the bringing of objectives, human resources, organization, IT and culture into a coherent perspective (Lenk, 1997). The underlying assumption is that the consequence of BPR would be redesign the mission structure and organization of work within services and departments altering as well as being in line with the new organizational goals procedures and way of working (Thong, 2000). Instead of simply improving the processes, the organization should seek to eliminate non value adding expenses and thus giving the organization an opportunity to sustain and increase its market share (Berman & Saul, 1994).

To reap lasting benefits organizations must be willing to examine how strategy and reengineering complements each other by learning to quantify strategy in terms of milestones, cost by accepting ownership of the strategy throughout the organization assessing organization’s current capabilities and processes realistically and by linking strategy to the budgeting process, otherwise the BPR exercise is only a short term efficiency exercise (Berman & Saul, 1994). Order fulfillment and delivery in the internet era necessitates an understanding of the interaction between operations management and information systems (Lyon, 1998). Managers in an organization undergoing BPR must work to quell the fears of employees and resistance to change (Furey et al, 1993). One of the hazards of BPR is that the organization becomes so wrapped up in “fighting its own demons” that it fails to keep up with its competitors in offering new products or services (Leth & Steven, 1994).

1.1.3 UNDP Kenya Country Office

UNDP (United Nations Development Programme) is the United Nations (UN)’s global development network, advocating for change and connecting countries to knowledge, experience and resources to help build a better life. In November 1964, an agreement was signed between the Government of Kenya and the UN System. UNDP was at the time known as the Technical Assistance Board (TAB). Thus the UNDP Kenya Country Office was established. UNDP operates projects under the umbrella of five priority areas
namely: Poverty Reduction, Democratic Governance, Peace Building and Conflict Resolution, Energy and Environment, and Disaster Risk Reduction. The cross cutting initiatives such as Millennium Development Goals are implemented through the Strategic Policy Advisory Unit, Communications Unit and the Country Director’s Support Team.

Some of the UNDP core processes include Programming process, Programme finance process, Authorization processes, Communication process, Business operations processes, including different procurement processes, human resources processes, ICT and finance processes. The UNDP BPR Drivers were Standardization across offices – one Enterprise Resource Planning (ERP) system i.e. the introduction of Atlas, Transparency, Accountability, Client Orientation, Clearly delineated roles and responsibilities as per the Internal Control Framework (ICF) and Increased Learning Capability. The BPR efforts at corporate level were part of the design and implementation of Atlas (http://www.ke.undp.org). Business process reengineering was conducted at the office just like other country office but there wasn’t much documented on the outcome and also there is given perception that the processes have not been clearly realigned, moving from the function based organization to a process based.

1.2 Statement of the problem

Business process reengineering is a management practice that aims to improve the efficiency of the business process. Change is not easy in an organization and to make it easy transition for the organization and the employees, one of the key steps in change management process is to build a strategy to ensure successful change. It is important for the organization to realize that one strategy is not going to fit every proposed change. Different authors and scholars have done studies on business process reengineering, (Hammer, 1990); (Thomas, Davenport & Short. 1990); (Hammer & Champy 1993) and (Guha et al, 1993). (Abrahamson. 1996) showed that management trends tend to follow a lifecycle, which for Reengineering peaked between 1993 and 1996 (Ponzi & Koenig,
They argue that Reengineering was in fact nothing new e.g. when Henry Ford implemented the assembly line in 1908, he was in fact reengineering, radically changing the way of thinking in an organization. (Dubois, 2002) highlights the value of Reengineering, giving it a name, and stimulating it. At the same there can be a danger in usage of such concepts as mere ammunition to implement particular reform. The most frequent and harsh critique against Business Process Reengineering concerns the strict focus on efficiency and technology and the disregard of people in the organization that is subjected to a reengineering initiative. Very often, the label Business Process Reengineering was used for major workforce reductions. (Davenport, 1990) stated that, the use of business process redesign for cost reduction alone was not a sensible goal. While (Hammer & Champy, 1993) have insisted all along that layoffs shouldn't be the point, but the fact is, once out of the bottle, the reengineering genie quickly turns ugly (Davenport, 1995).

According to one of the local studies by (Ochieng, 1998) in his study of Use of ICT business Process Management, e-commerce was found to be the key factor on bank business process management. However, irrespective of the level of operational activity retained within the organization, the adoption of e-commerce seems bound to have significant implications for the way that business processes are managed internally and externally. As (Grover and Malhotra, 1999) assert, in conjunction with marketing, operations and information systems may very well form the backbone of e-commerce advances in organizations. Another local study by (Magutu, 2010) was based on a case study of the Wrigley Company to ascertain the effectiveness of business process reengineering in achieving a competitive advantage, and if the failure or success to achieve competitive advantage can be explained by key drivers for success in BPR implementation.

Further in another study by (Magutu, Ongeri & Mwangi, 2009) a study on the Modeling the Effects of E-Commerce adoption on Business Process Management: The Case of Commercial Banks in Kenya which was to model the adoption of e-commerce in business process management in commercial banks in Kenya which determined that e
commerce in business process management had greatly improved the image of the banks. A similar study was conducted by (Nthiga, 1999) titled business process reengineering at Kenya Power and lighting company aimed at analyzing the conduct of BPR and its effective application at the organization. (Munyiri, 2000) conducted a survey of business process reengineering in the pharmaceutical companies in a study titled A Survey of Business Process Reengineering in the Pharmaceutical Industry in Kenya, which aimed to determine the number of pharmaceutical industries that were embracing the practice of BPR for change management in their organizations.

The above studies and expositions of the concept did not focus on the reporting on the effectiveness of the business process reengineering in the organization. These studies mainly focused on the 'how to succeed' type of publication. According to (Daniel, 1999) much of the literature appeared to emanate from those with direct commercial interests, as consultants selling advice, computer hardware or software sales agents. Each organization is unique in their own processes and thus necessitating the need to unravel various organizations to discover how effective the business processes reengineering has been. More specifically it is important to find out how effective the business processes reengineering process was at the UNDP Country Office more especially because much was not documented to demonstrate the outcome of the reengineering process and how well the same was achieved at the organization. To some extent that which could be quantified as improvements in the organization after the implementation of the process and or if there were short falls in the process and how successful the process was. Thus the topic of research will also add to the existing body of knowledge in the area of business process reengineering and the study is therefore motivated by the need to fulfill this gap in knowledge.

1.3 Objective of the study

The research will determine the effectiveness of business processes reengineering practice at UNDP Kenya Country Office.
1.4 Significance of the study

Findings will be critical in analyzing, documenting and reviewing the effectiveness of the business processes reengineering at UNDP Kenya Country Office. It will also help the senior managers assess the progress of the BPR at the office. The research will help collect the views of the employees in the organization that have been involved in the implementation and collate the lessons learnt. The study will further help the policy makers to make changes that can be aligned to both organization goals and other reengineering processes in future. The public will benefit from the research by dissemination of best practices using the process and can also replicate them in their own organizations. The academic community and researchers will obtain additional information to the body of knowledge on the business process engineering particularly on expansion of the knowledge in organizations involved in drafting the organization Strategic Plans.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter outlines the concept of business process reengineering, factors that lead organizations to reengineer their processes, the process of reengineering, benefits of reengineering, dimensions of reengineering and the business process practices. It also cites past studies done by scholars on business process reengineering.

2.2 Business Process Reengineering

Business Process Reengineering is a management practice that aims to improve the efficiency of the business processes. The key to business process reengineering is for organizations to look at their business processes from a "clean slate" perspective and determine how they can best construct these processes to improve how they conduct business (Hammer & Champy, 1993). Reengineering is a fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in cost, quality, speed, and service. Business process reengineering combines a strategy of promoting business innovation with a strategy of making major improvements to business processes so that an organization can become a much stronger and more successful competitor in the marketplace (Clemons, 1995).

While each reengineering effort requires careful thought and no two solutions can be exactly the same (Hammer & Champy, 1993). A process of rethinking how things should be done from scratch more revolutionary than evolutionary more descriptive than large payoffs, employees at every level have to buy into it especially the top management must champion it. When starting an improvement or realignment exercise, it is important that you have a plan in place for the process. This will help you keep on track, and ensure that you go through the major milestones and reach the expected results. Also, this will help you make sure the exercise is participative and inclusive and built on fair and transparent communications in a way that builds ownership and commitment to the change effort.
Change requires leadership, integrity and needs to be grounded in the core values of an organization and set within its strategic goals and objectives. Furthermore, change is hard work – and can also be a high risk enterprise if not planned and implemented correctly so you need to ensure that you as a team have set clear objectives for the transitioning or improvement exercise in your office, and that you are monitoring the progress being made carefully. Keeping the process on track, while carrying out your daily programmatic and operational activities will require additional effort and time, and it is important to acknowledge this and plan the process carefully around it. This is why it is recommended that you establish a project approach for the change effort. This will help measure your time, resources and progress in achieving the objectives and in delivering the results defined at the beginning of the process. In addition to country office retreat reports and surveys there are a number of corporate instruments that can be used in establishing a facts-based rationale for change, (Coulson-Thomas, 1994). http/\www.managingchange.undp.org

In order to ensure that the rationale for change is sound, it is highly recommended to undertake an analysis of the office situation before embarking upon a change effort to determine just how comprehensive the change effort will need to be. Country Programme Documents (CPD) compare the current CPD of your country office with the upcoming one and consider whether there is a programmatic shift taking place (e.g. in response to changing national priorities). For the various practice areas and service lines, compare current programme expenditures with the US$ distribution of the Resource Planning Framework (RPF) as an indicator of the alignment with the intended positioning of the office as an indicator of the alignment with the intended positioning of the office. Results Reporting – to get an overview of the results reported against the country office outcomes and annual targets. Global Staff Survey – to get a comprehensive overview of staff concerns Partner Survey – to get an impression of partner perceptions Office at a glance – to get a quick overview of the operational status of the office Landscaping tool – to compare the office with other offices along operational parameters. (Coulson-Thomas, 1994). http/managingchange.undp.org. http/atlas-snapshot.undp.org.
(Abrahamson, 1996) showed that management trend terms tend to follow a lifecycle, which for Reengineering peaked between 1993 and 1996 (Ponzi and Koenig, 2002). They argue that Reengineering was in fact nothing new (as e.g. when Henry Ford implemented the assembly line in 1908, he was in fact reengineering, radically changing the way of thinking in an organization). (Dubois, 2002) highlights the value of signaling terms as Reengineering, giving it a name, and stimulating it. At the same there can be a danger in usage of such fashionable concepts as mere ammunition to implement particular reform. (Faraz Rafique).

The most frequent and harsh critique against Business Process Reengineering concerns the strict focus on efficiency and technology and the disregard of people in the organization that is subjected to a reengineering initiative. Very often, the label Business Process Reengineering was used for major workforce reductions. Thomas Davenport, an early Business Process Reengineering proponent, stated that: "When I wrote about "business process redesign" in 1990, I explicitly said that using it for cost reduction alone was not a sensible goal. And consultants Michael Hammer and James Champy, the two names most closely associated with reengineering, have insisted all along that layoffs shouldn't be the point. But the fact is, once out of the bottle, the reengineering genie quickly turned ugly (Davenport, 1993).

2.3 Factors that lead organizations to undertake business process reengineering

In considering a BPR initiative, the first and possibly the most important success criteria is to make sure that the rationale for initiating the project is sufficient for justifying the effort and expense of the project (Mayer and deWitte, 1998). The business case is the centre piece that defines the BPR project. This is used as a measure of success (Dale. 1994). Financial payback and real customer impact from BPR initiatives are difficult to measure and obtain without a rigourous business case or both are unlikely to be realized (Prosci, 1998).
Organizational Change is not "happening", but intentional, usually triggered by external events to the organization. Planned change can be effected incrementally, or revolutionary. The action roles in the change process are: The Initiator, usually, though not always the responsibility of top-management; The Change Implementers, the project team or change agent, often represented by middle-management and external consultants; and The Change Recipients or Change Targets, all people affected by the change (Kanter, Stein & Jick, 1992).

Businesses exist in order to make profit for its shareholders and this is done by converting resources and services that provide value to customers who in turn pay for these goods and services. The customer therefore is the centre of any organizations operations. A supply chain consists of all parties involved directly or indirectly, in fulfilling a customer request. The primary purpose for the existence of any supply chain is to satisfy customer needs (Lan & Unhelkar, 2006). Customer service measures the ability of the supply chain to meet the expectations of its customers. Quality in its most basic term may be described as a performance objective is about doing things right (Kenduiywo, 2005). Once an organization has its quality objectives it needs to check if the products and services are conforming to the set standard. Quality is the most important performance objective as it has a direct impact on the other objectives. Good quality in an external or customer perspective means customer receives as he/she expects and has less or nothing to complain about the product or service. While in an internal perspective it implies the conformance is high in all operations and there is little mistakes meaning improved dependability, speed of production and reduction in costs.

Cost performance is generally measured using the amount of money spent on each activity. In a competitive cost leadership a firms products should generally be commodities and alternatives are readily available (Acquilano et al, 2003). The challenge with cost management for an organization is to identify unique ways to deliver enhanced value that competitors will find difficult to imitate (New & Westbrook, 2004). The best strategy to pursue cost leadership is to make stock which is applicable for standardized
products that sell in large volumes, keeping production costs down and having products in the inventory which means that customer demand can be met quickly (Rousel & Cohen, 2005). The cost specific performance would include total cost, cost per unit, cost as a percentage of sales; inbound/outbound freight costs administrative costs, order processing costs, labour costs, direct product profitability, inventory turnover and cost of services failures.

Among the main success factors are ambitious objectives, the deployment of a creative team in problem solving, a process approach and integration of electronic data processing (Peppard and Fitzgerald, 1997). (Ascari et al. 1995) have discussed four other elements leading to successful business process reengineering: culture, processes, structure and technology. Ascari’s study found that the companies that implemented BPR agreed that its impact on the change of their culture was related to the organization’s rethinking of its fundamental business process. The scope of the business process architectures and the nature of changes within processes vary within organizations, there must be significant changes in structure especially with emphasis on cross functional work teams.

2.4 Stages of business reengineering process

Re-engineering is the basis for many recent developments in management. The cross-functional team, for example, has become popular because of the desire to re-engineer separate functional tasks into complete cross-functional processes. Also, many recent management information systems developments aim to integrate a wide number of business functions. Enterprise resource planning, supply chain management, knowledge management systems, groupware and collaborative systems, Human Resource Management Systems and customer relationship management systems all owe a debt to re-engineering theory. Business process reengineering is the idea entrenched business processes can be changed and be improved. The process is one of questioning why things
are done a certain way and not accepting the answer “because that’s the way we do it”. Business process reengineering is staring all over again. (Davenport, Jarvenpaa & Beers 1996).

Business Process Reengineering is a discipline in which extensive research has been carried out and numerous methodologies churned out Prepare for reengineering, Map and Analyze As-Is process, Design To-be process, Implement reengineered process and Improve continuously. In today’s ever-changing world, the only thing that doesn’t change is ‘change’ itself (Hammer & Champy, 1993). In a world increasingly driven by the three Cs: Customer, Competition and Change, companies are on the lookout for new solutions for their business problems “Wal-Mart reduces restocking time from six weeks to thirty-six hours.” Hewlett Packard’s assembly time for server computers touches new low- four minutes.” “Taco Bell’s sales soars from $500 million to $3 billion (Grover, Varun., Malhotra & Manoj.K, 1995), the reason behind these success stories: Business BPR advocates that enterprises go back to the basics and reexamine their very roots. It doesn’t believe in small improvements. Rather it aims at total reinvention. As for results: BPR is clearly not for companies who want a 10% percent improvement. It is for the ones that need a ten-fold increase. According to (Hammer and Champy, 1993) the last but the most important of the four key words is the word-‘process’.

BPR focuses on processes and not on tasks, jobs or people. It endeavors to redesign the strategic and value added processes that transcend organizational boundaries. The importance of processes just as companies have organization charts, they should also have what are called process maps to give a picture of how work flows through the company. Process mapping provides tools and a proven methodology for identifying your current As-Is business processes and can be used to provide a To-Be roadmap for reengineering your product and service business enterprise functions. It is the critical link that your reengineering team can apply to better understand and significantly improve your business processes and bottom-line performance (Hammer and Champy, 1993) (Hunt, Daniel.V, 1996)
Having identified and mapped the processes, deciding which ones need to be reengineered and in what order is the million-dollar question. No company can take up the unenviable task of reengineering all the processes simultaneously. Generally they make three choices based on three criteria: - dysfunction: which processes are functioning the worst; importance: which are the most critical and influential in terms of customer satisfaction; feasibility: which are the processes that are most likely to be successfully reengineered (Hammer & Champy, 1993). This activity begins with the development of executive consensus on the importance of reengineering and the link between breakthrough business goals and reengineering projects. A mandate for change is produced and a cross-functional team is established with a game plan for the process of reengineering. While forming the cross functional team, steps should be taken to ensure that the organization continues to function in the absence of several key players (Harrison, Brian.D., Pratt, Maurice.D., 1993). The implementation stage is where reengineering efforts meet the most resistance and hence it is by far the most difficult one (Furey, Timothy. 1993).

2.5 Dimensions of business process reengineering

The various dimensions of the critical success factors for BPR that have been highlighted by (Al-Mashari and Zairi, 1999), including change management, management competency and support, system structure, project planning and management, and information technology infrastructure. (Smith, 2003) highlighted that BPR aims to achieve performance breakthroughs by applying innovative ways of doing business. Among few things, he mentioned to manage radical change effectively includes communication is crucial to show support to the process change project and effective leadership to coordinate deployment of the resources to accomplish the strategic objectives. Further, to identify the critical success factors of BPR in an organization, it is necessary to understand the organization itself, since the factors may differ regarding the type of organization, including private or public. As listed in (Hutton, 1996), several factors are to be considered in the public sector in order to implement radical change or
BPR. These include rigid hierarchies, culture, multiple stakeholders, swift and dramatic changes in policy direction, overlap of initiatives, wide scope of activities, and staff resistance, which are crucial parts of public sector organizations. However, he suggested that human issues should be considered for BPR to be performed in the public sector. This is supported by (Smith, 2003) who stresses that communication at all levels becomes one of the critical elements here.

Organizations undertaking BPR must look at six dimensions of its organization i.e. culture, configuration, coordination, people, technology and information. All organizations are supported by an architectural triad (Cule, 1995) which comprises of process, organization and information architectures. An organization seeking to undertake BPR effort must balance these elements in order to ensure success. In addition (Cule, 1995) shows that organizations will undertake reengineering efforts and would seek to improve efficiency and reduce costs while the Information age organization will be vision driven. In order to succeed in the reengineering effort it is important to develop a proper understanding on how various functions are coordinated while participating in the same business processes as stated by (Grover et al, 1998).

The issue of culture becomes an important factor for BPR, which was further emphasized by (Peppard and Fitzgerald, 1997) who examined the transfer of culturally grounded management techniques, namely BPR, making specific reference to the German business and cultural context. They analyzed BPR applicability to the German business environment, a business culture which is sufficiently different from the American, in order to justify this undertaking. They explored how this American concept can be best transferred to the German business environment. Their study concluded that managers and employees as well should give their commitment for change. The conflict-free situation will reflect on the success of BPR in the long term. Germany stressed process and customer-focus.

Other factors like self-autonomy, empowerment, culture and organizational circumstances seemed to be important for BPR to be successfully implemented in
Germany. This study related to (Hall et al, 1993) who stressed the “depth” factor which is concerned with shared values or culture in pursuing BPR. This study identified six depth levers – roles and responsibilities, measurements and incentives, organizational structure, IT, shared values and skills, Business process reengineering which require change to enable successful reengineering. Interestingly, they concluded this study by highlighted beside “depth” a “breadth” factor also crucial for BPR to succeed in the long term, which the breadth factors focus on the process that to be designed must be broadly defined in terms of cost or customer value in order to improve performance across the entire business unit. In an extension of methodology from the (Hall et al, 1993) work, (Maull et al. 1995) determined what the issues are which underpin a BPR programme.

2.6 Benefits of business process reengineering

Benefits of assessing the change readiness include senior management gains clear and detailed information about the offices’ readiness and capacity to succeed in a major change initiative (Hammer & Champy, 1993). The office acquires baseline information for customizing its approach to the proposed change effort, its communication, and the implementation strategy. Staff are given the opportunity to offer their perspectives of the country office’s ability to manage and prepare for change, and to define what they feel is needed for greater effectiveness. Issues, resistance, and opportunities are identified and inform the entire change process (Coulson, 1995). Project management of a Business Reengineering project is a set of principals, methods, tools, and techniques for the effective management of the introduction of new or drastically changed business processes in a corporation (Hammer & Champy, 1993)

Management and staff see the gaps between the way things are and the way things should be in order to sustain real change (Cohen, 2005). The list is only an indication of possible improvement areas and that it should be clear that not all of these items need to be ticked off in every case. Therefore, it is a guide and a trigger for initial brainstorming on how an organization could improve. For each of the improvement areas listed there is
need to, if this exists in the organization. Common and shared organization vision, Programme/business strategy that reflects the vision, Clear position and strategy on related issues, Country Office structure that corresponds to the vision and strategy, Country Office workflows facilitate, Integration of Programme and Operations work – one key area is joint project planning including procurement and contracting planning. Project and Programme budget ownership, Adequate delegation of authority within and outside of Atlas to facilitate efficiency and empower staff i.e. minimum clearances and checks, especially for routine operations, Clear roles and responsibilities within the office. Clear roles and responsibilities between projects and the office, particularly in Direct Execution environments, Minimum paper processing and streamlined registry functions (Coulson-Thomas, 1994).

2.7 Business process reengineering practice

Many organizations seeking to implement BPR fail Hammer & Champy (1993) as many as 70% percent do not achieve the dramatic change. BPR requires a fundamental organization change. As a result, the results need to be checked against several success and failure factors as well as to avoid implementation pitfalls (Majed & Mohammed, 1999). Successful BPR outcome is more the exception rather than the rule as stated by (Marchland & Stanford, 1995). The major cause of failure usually comes at implementation time because few companies can afford to obliterate their existing business environments and start from scratch. Reengineering involves the use of information technology to enable new ways of working (Grover & William, 1998). Most central is the enterprise resource planning (ERP) software. ERP are systems are configurable information systems that integrate information and information based processes within and across functional areas in an organization.

From the research by (Berrington and Oblich, 1995), it could be summarized that in order to implement reengineering, an organisation needs to understand its structure first and to ensure the vision was accomplished. One of the important points here is that
commitment needs to be maintained and enhanced through communication. The people issue rather than the technology issue is seen as important to be dealt with and managed in order to make the change effort a success. Also, (McAdam and Donaghy, 1999) pointed out that they believed that the most important factor for the successful implementation of BPR in public sector organisations was enlisting customers.
CHAPTER THREE: METHODOLOGY

3.1 Research design

The study used the case study design, as it was not intended to develop or defend any particular hypothesis. In this case, Descriptive research method was used which involves describing systematically the facts and characteristics of an area of interest, factually and accurately (Isaac and Michael, 1995) based on a case study approach. A case study design enables the researcher to carry out in depth investigation and have a greater understanding of the situation or phenomenon. This research design is preferred because the research problem is unique to one organization, i.e. UNDP Kenya Country Office. This approach is consistent with the recommendation by (Cooper and Emory, 1995). The method permits gathering of data from the respondent in natural settings resulting in description of the data whether in words, charts or tables. These methods give the researcher a comprehensive picture of the variable relationship, since the method can give accurate measurements and statistical inferences.

3.2 Data collection

The researcher used primary sources to collect the data which consisted of a interview guide comprising of open ended questions. Open ended questions would address the essential concepts, processes as well as those issues that the researcher wished to get in-depth explanations from the respondents. Both primary and secondary data will be used in this study. Primary data was mainly qualitative in nature. Data collection was done through personal interviews to allow generation of in depth and detailed information from the respondents. The interview technique gives an added advantage of observing the respondents reaction in addition to fast response to the questions. Secondary data was also collected from UNDP internal manuals, reports, website and other documents. This approach to data collection is consistent with the recommendation by (Cooper and Schindler, 2003).
Interview Guide attached as Appendix 1 was used. The interviews were conducted with the heads of the key departments namely, Operations, Finance, Procurement, IT, Programmes. These being the mid level managers were most instrumental in the business processes reengineering and the implementation of the processes in the sense that they were the direct link between the senior managers and their team members.

3.3 Data analysis

The data collected from the respondents was both primary and secondary data which was qualitative in nature and was analyzed using content analysis and descriptive statistics. This helped the researcher to make inferences through systematic and objective identification of specific characteristics of the data. With content analysis, phrases and statements from the interviewees this was categorized to describe the logical structure and pattern of expression, to ascertain any association, connection, denotations and other interpretations. This is consistent with what (Mugenda and Mugenda, 1999) suggest.
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research was a case study of the UNDP Kenya Country Office. The purpose of the research was to establish if the business process reengineering at the UNDP Kenya Country Office was effectively implemented in terms starting from a clean slate and obliterating processes that were non value adding to the organization. The second objective of the study was to provide in depth insight to the key reasons why the organization may have failed or succeeded in its BPR efforts. Both reason required some in depth understanding of the organization’s processes and systems. The researcher interviewed all the heads of departments namely the Operations, Procurement, Finance, Programmes and IT implying that there was 100% response rate.

4.2 Demographics

The population of the study was the Heads of Department/ Unit. The researcher interviewed all the six departmental heads, this would be considered representative being the mid level manager in the organization and the direct link between the senior managers and their various teams. Generally they can be considered as the most instrumental in the reengineering efforts of the office. They provided informed observations on how their roles and those of their departments were impacted by the BPR implementation. These were very instrumental in the organization to organize their team members for the reengineering process, thus they would represent both the senior managers and their Team members in responding to the interview guide. The Heads of department are the custodians of all the information that was collected during the reengineering exercise and thus this being vested in them it was in their ability to provide detailed information on the reengineering efforts at the office. In the structuring of the office the Mid level managers
are empowered to be able to conduct certain functions which the team members are not mandated to respond to, thus interviewing other team players may not have yielded much information while at the same time information provided may not be considered as accurate representation of the reengineering efforts at the office.

4.3 Business process reengineering at the various UNDP departments.

On the first question, the respondents gave the following responses on their respective Department/Unit, from the information provided this implied that they had indeed participated in the reengineering process. The question on the number of years they had been at the UNDP office being within a range of 5-18 years was a clear indication that they had participated in the office’s process reengineering and were in a position to explain adequately on how the process was undertaken at the office and more especially because they were present at the office at the particular time. The query on participation was to give an indication that they were competent to respond to the issues raised during the interview. One of the respondents indicated that they were on training as incoming team leader, being at that time not the Team Leader but was able to respond to the other questions. The reason for such a response was that though they had a different team leader at the time of the reengineering after his departure from the organization, he took over his position, though at the material time of the reengineering he was being prepared to take over as the incoming team leader.

The operations department is key at the UNDP Office being tasked with the general responsibilities of being the link to the other organisations and agencies, provision of the rules and procedures that have to be applied in the office for the smooth operations of the programmes, other departments are rightly coordinated by the operations. It is also responsible for the running of the entire office ensuring resources are planned and mobilized from the activities for which the organization undertakes. It is the core of the organization because without their functions the office would not as much as function.
The rationale for conducting business processes reengineering would stem from issues such as poor Global Staff Survey results example on work-life balance, lack of clarity on roles and responsibilities and Atlas integration issues, reflecting staff dissatisfaction. Financial challenges such as the Extra Budgetary reserves being low, lacking resource mobilization, cost-recovery, Audit recommendations e.g. reflecting need for strengthening of accountabilities and efficiencies. Inefficiencies being lack of performance due to cumbersome business processes or lack of clarity on roles and responsibilities and/or Staff not satisfied with the work situation

Corporate initiatives being the need to align with new corporate priorities, policies and systems, other prescriptive content regionalization, professionalization, Internal Control Framework, Atlas and Capacity for Efficient Delivery of Achievable Results (CEDAR).

The BPR spanned throughout all the business processes at UNDP which included such processes as finance, direct payments, management procurement, bank reconciliation, travel, advance processing, pay cycle and the management reports. This also did inform the Human Resources that their aim was not to retrench anyone but to ensure that the organization would embrace new systems for business processes which would require several trainings for the staff in order to fit in their new functions. Learning and Certification Strategy with adequate time and resources allocated, regular team-building events follow-up on security-related matters and regular communication with staff on security issues including adequate delegation of authority within and outside of Atlas to facilitate efficiency and empower staff with minimum clearances and checks, especially for routine operations

The procurement responsibilities span over all issues that comprise the bringing in and disposal of the goods that they have purchased at the office. the office has its own rules and procedures that are adhered to very particularly At the Procurement Unit the respondent gave the response that the process entailed the training of the staff on web based systems to prepare them for the online training that was to follow, there was the initial training that was conducted in South Africa for a period of three weeks and a follow up training done at the office. Skills assessment of the staff was conducted so as to
assess their abilities after the online training which was then followed by online training on Procurement rules and procedures. The Finance office this detailed issues relating to quality control of processing payments this also entailed the change in the payment processing systems, the system previously used was overhauled and a new system introduced. This had been preceded by online training on the usage of the new system. At the IT Unit this entailed the re-organization of the duties and responsibilities of the team members as such those who would be entitled to approve requests and such other functions leveraging on technology such as e-banking and e-filing.

The programmes department was key in that the new programmatic emphasis was designed after the Country Office vision drawn based on the United Nations Development Assistance Framework (UNDAF) and Country Programme Action Plan (CPAP) formulations reflecting changes in national and/or UNDP corporate priorities. New vision and positioning meaning that the Office has pro-actively chosen to change its focus in order to position itself better, as part of the strategic planning for a new programming cycle.

In the programmes the process entailed various meetings with the other partners, unit meetings and one on one kind of meetings so as to inform all the parties of the new changes as well as the trainings on how to use the new systems for programme management, upload of programme information. From the results in the table it did show that each respective Department/Unit had a different approach to the processes reengineering, this is an indication that managers did support in the efforts of ensuring that the adoption of business process reengineering in the organization was a success. Rapid increase/decrease in programme size e.g. a post-conflict situation.

4.4 The business process reengineering practice at UNDP Kenya

Reengineering of business processes requires leadership, integrity and needs to be grounded in the core values of the organization and set within its strategic goals and
objectives. Furthermore, reengineering is hard work and can also be a high risk enterprise if not planned and implemented correctly. There is need to ensure that there are clear set objectives for the transitioning or improvement exercise in the office, and monitoring the progress being made carefully. Keeping the process on track, while carrying out daily programmatic and operational activities required additional effort and time, and thus important to acknowledge this and plan the process carefully around it and establish a project approach for the change effort. This was to help measure time, resources and progress in achieving the objectives, and in delivering the results defined at the beginning of the process.

4.4.1 Effectiveness of the business process reengineering practice at UNDP Kenya

The UNDP office embarked on the following elements to ensure that the reengineering efforts were a success. From the above information it can be implied that each respective Department/Unit had a different approach to the processes reengineering, this is an indication that managers did support in the efforts of ensuring that the adoption of business process reengineering in the organization was a success. The practice of business process reengineering is broadly categorized into eight headings: efficiency in the office, customer care, information/knowledge sharing, management participation, empowerment to make decisions, use of IT, process preparations and the actual implementation i.e. the project phase, in order for the organization to achieve the three C’s i.e. the customer, competition and change. The respondents were asked to state their extent of agreement with different statements relating to improvement resulting from the implementation of BPR.

The respondents were in agreement that the reengineering efforts were a success on the query about delays occasioned at the office by processes the respondents were in agreement that this had not been improved and meaning that processes took more less the same period of time as before the reengineering efforts were employed. This was the same case as the issue that was to address levels of approval, the respondents felt that the
same levels of approval prevailed and thus there was no improvement on that. Though the respondents felt that there was significant improvement in the making the organization a process based rather than the function based organization also agreeing that the organization improved on the elimination of the non value adding processes and thus causing the production levels per individual to improve. Generally the reengineering process had significantly improved the effectiveness with which business processes were conducted at the office.

4.4.2 Customer care

Value for money as based on the customer orders/supplies meant that the procurement processes were with time limit that was directly proportional to the value of the goods and/or services. Usually the procurement process took long to be finalized due to several levels of approval which then would render the value of the items purchased to be greatly diminished, because the item may be small but the process of purchasing it so long. From the respondents responses the value for money was being realized by lessening the procurement process.

On the customer care there was general agreement that generally customer care had greatly improved in terms of processes being aligned to the customer requirements and also that the customer was taking the first place in the organization unlike previously when the customer was not placed in the first place. This also indicated that there were less customer complaints as compared to the previous times. This can be supported by the Global Survey Report that indicated that the number of Kenya office staff in support of the improved customer relations. Compared to the previous year at least 79% of the respondents had indicated improvement in customer relations. The respondents agreed that the organization was moving towards esteeming the customer that had been previously. The respondents were also in agreement that the organization was aligning the business processes to match the customer needs. Though generally the respondents indicated that the value for money in relation to the customers was not actualized since
the procurement process still had several levels of approval that would not make it possible to conclude the process without many encumbrances, implying that this had not been effectively dealt with in the business processes reengineering.

4.4.3 Information/knowledge sharing

Technology impacts on how organizations organize themselves. UNDP employed Technology to potentially remove significant time and space barriers to communication as well as hierarchical or departmental barriers. Also, technology was also used in streamlining work and makes it easier and more cost-effective to provide relevant training to improve the way work was done in the organization. The same logic held true for the organization with the introduction of Atlas, this did not change the office structures, but provided more possibilities and flexibilities of organizing the offices. The most prominent examples of how technology is influenced structures was by breaching the traditional barriers in the organization relating to Programme – Operations, Virtual offices and Project Offices.

There was general agreement by the respondents that information flow at all levels had greatly improved and that implied that communication was able to flow from both directions from the managers to the staff and from the staff towards the managers which is a very crucial element of business process reengineering. Also the respondents indicated that there was availability of information at all times which was very essential also for the reengineering. Information is an essential element of business process reengineering which implies that all the team members needed to know was availed to them readily as and when required so as to facilitate the process. All the respondents indicated that the knowledge sharing was available though time did not allow for the more detailed learning rather most dealt on the learning for targeted results. The respondents also indicated that the use of the common information technology platform popularly referred to as ‘Atlas’ was not in use am mainly because this was considered a
much cumbersome to use and required intensive training in order to use the system. Thus it can be concluded that as far as the availability of information was concerned this was readily available for all to use.

### 4.4.4 Management participation

The participation of the senior management in business process reengineering is very crucial both for the backup of the reengineering and the good will of the project. Since the project required massive resources, having the management engaged in the process ensured that the much needed resources were availed and there was also the oversight team just to ensure that the schedule of work and the intended targets were achieved. The managers being the budget holders had the discretion of approving the various stages of the process reengineering or declining. Having them participate in the reengineering process thus ensured that there was leadership and ownership of the project. This encouraged the managers to be more creative in the process thus re thinking new ways of accomplishing the task, were committed and were ready to mitigate ant risk that would arise in the implementation phase. The respondents indicated that the Global executive leadership was fully committed to ensuring that the reengineering exercise was a success. This was also true as far as the country senior leadership was concerned. This implied that the managers at both the global and the national level were committed to ensure that the project was successful. This also implied that the necessary resources were invested into the processes reengineering to ensure success. Though the respondents were of the view that the management had not prepared adequately to mitigate the risks that would arise due to the fact that the office was starting out from a clean slate. One would conclude that there was participation of the senior managers in the reengineering process.
4.4.5 Empowerment to make decisions

Empowering staff to make decision implied the lessening the levels of approval and taking ownership by the staff members. In this case the mid level managers were empowered to make decisions for their respective departments on behalf of their team members. The consideration of the team members opinion in the reengineering process gave a lot of motivation for the implementation of the processes. The respondents were of divergent opinions as far as the empowerment of the office project leaders to make decisions were concerned which implied that they were not actually empowered to make decisions as far as the business process reengineering was concerned. An essential element of the business process reengineering was to empower project teams to make their own decisions as far as they are undertaking the reengineering. This meant that the senior leaders made the decision in what was to be done and thus the mid level managers did not have much of say in the reengineering. From the respondents it was clear that there was more work in terms of responsibilities to handle and further accountability roles. The respondents also gave the impression that the training they had received for the new roles and duties they received was not commensurate with the responsibilities. Most of them were of the opinion that more training was necessary to ensure that they were able to perform their tasks conveniently. As much as there was leadership support the team members opined that they needed more training to assume responsibilities.

4.4.6 Use of IT

Technology impacts on how organizations organize themselves. UNDP employed Technology to potentially remove significant time and space barriers to communication as well as hierarchical or departmental barriers. Also, technology was also used in streamlining work and makes it easier and more cost-effective to provide relevant training to improve the way work was done in the organization. The same logic held true for the organization with the introduction of Atlas, this did not change the office
structures, but provided more possibilities and flexibilities of organizing the offices. The most prominent examples of how technology is influenced structures was by breaching the traditional barriers in the organization relating to Programme – Operations, Virtual offices. Atlas being the common IT platform at UNDP dealing with all aspects of business processes such as finance, procurement, learning management, on demand learning is able to give real time information to the user thus has managed to streamline the business processes and save the organization time and resources.

Use of information technology is essential to business process reengineering and most especially such software that can be used to perform most of the processes of an organization. In the organization the common platform is known as Atlas which is run on the MS Visio Software. The respondents indicated that the use of IT in the business process reengineering was sufficient and readily available and could support all the new processes at the office. Though there was the opinion that the software though spanned across all the business processes it did not fully support all the functions that were being introduced in the reengineering process.

4.4.7 Process preparation

Assignment of roles based on the rationale for change which had been clearly communicated to the team members while ensuring that a good governance structure was in place with clear management sponsorship for making decisions, approving deliverables, closing and opening work stages and also mapping of risks and the success factors for the project and are able to mitigate risks before they actually occur. In the process preparation the organization maps and analyze as is of their vision, mission and processes and then design to be processes before embarking on the actual implementation of the processes. the preparation stage was very necessary as this ensured that there was a framework established with a local reference on how it had been applied meaning that the
old processes had been fit and gaps dealt with thus giving guidance in the process. This implied that the required resources were channeled for the success of the project. From the respondents this was done in the sense that the processes were based on a local model framework easily adaptable to the teams. A fit gap analysis was conducted though some of the respondents were of the opinion that it wasn’t done as expected. The respondents were also in agreement that the resources to carry out the processes reengineering were availed throughout the project where everyone was aware of their changing roles in the organization. The respondents were also in agreement that the management had communicated to the teams that there was commitment to not down size the organization. In all it would seem that from the on set there was preparation for the business process reengineering at the organization.

4.4.8 Project phase

The project phase deals with the initiating of the processes reengineering and carrying it through though all along there is monitoring and evaluation of progress through out the project checking if the deliverables of the project are being met and also having the quick wins that ensure that the process is kept on going. The project phase is the most crucial where all the elements are put into actual place especially all the planning to actualize the designed business processes. this needed to be coupled with communication at all the levels from the teams to the manager and from the managers to the teams ensuring that their respective roles were fitted in correctly and the deliverables/outcomes were clearly spelt out. Since there was no consultant to steer the process it was necessary that the teams were precise in their roles to ensure achievement of the processes reengineering. The respondents were in agreement that the process was conducted in such a manner as spelt out during the planning and training sessions. They were in agreement that there was regular communication about the project and the progress of the project including the spelling out of the outcomes expected while at the same time the organization invested in
further raining of the teams, end users such as vendors, government and other
development partners and also there preparation of the individuals for their new roles.
In all the respondents were of the opinion that the implementation was a success as the
planning fell in place with the actual outcome.

4.5 Challenges of BPR

Reengineering assumes that the factors that limit an organization's performance is the
ineffectiveness of its processes which may or may not be true and offers no means of
validating that assumption. Reengineering assumes the need to start the process of
performance improvement with a clean slate i.e. totally disregarding the status quo while
the reengineering does not provide an easy way to focus improvement efforts on the
organization’s constrain. At the UNDP office the challenge experience was the insecurity
of the employees fearing that their job positions would be rendered redundant and thus be
compelled to leave while it had already been communicated that the aim of the
reengineering efforts was not to retrench employees. The other challenge experienced by
the employees was the resistance to change, this being a new experience most of the
employees were not readily to adopt while it was very crucial that they had to comply.
CHAPTER FIVE: SUMMARY CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the key findings and conclusion.

The researcher interviewed the six departmental heads at the UNDP Office being the entire population of the research. This was crucial being very versed with the processes at their respective Units/Departments and being the implementers of the process reengineering. From the respondents responses one can conclude that the UNDP Kenya Country Office achieved effective business process reengineering, this is explained by the fact that all the elements of reengineering such as efficiency in the office, customer care, information/knowledge sharing, management participation, empowerment to make decisions, use of IT, process preparations and the actual implementation i.e. the project phase all this would imply that the organization managed to be successful in the reengineering process and attain customer service provision, cost management, quality and productivity. There was a high strength of agreement among the respondents that the reengineering was a success implying that they were all in agreement regarding the improvement in the office occasioned by the reengineering implementation.

Key improvements were perceived to be in the areas of process improvement and little improvement was noted in the area of alignment towards the customer care and cost reduction. It can be inferred that business process reengineering implementation was focused on process improvement in the area of process management. These improvements may be achieved by resulting to other means of process improvement such as Total Quality Management. The efficiency in the office greatly improved due to the introduction of process based rather than function based processes thus managing to eliminate delays caused by processes and non value adding processes. Customer complaints reduced significantly occasioned by the reduction of the turn around period where the customers/supplier are given priority. Knowledge sharing there was a lot of
information available for the use of all the staff members which would enhance their performance in the use of the new processes and improvement of the common use platform and the use of IT to greatly enhance the performance of the staff. The support my the management also gave confidence to the performance of the

5.2 Conclusion

From the findings in the study, organizations should not be hesitant to implement radical changes as BPR can actually lead to improved cost management and customer care thus leading to production efficiency. In order to undertake BPR and ensure success there should be a business case and top management support. Good leadership is key to success and must be exhibited throughout the implementation phase. Organizations should seek to change the entire organization as opposed to making changes in departments. In all the reengineering process at the UNDP was a success. Efficiency was greatly improved at the office from the responses received this is evidenced by the responses received from the respondents and the fact that at each department progress was noted down and measured against the outcomes that were expected. The use of the IT and the common platform from the responses was greatly improved at every aspect of the process. There was concurrence that there was prior planning for the reengineering and the necessary preparations put in place such as training. Generally from each of the departments there was significant improvement in having new processes that were easier to use and could perform versatile functions especially as all the functions shared the common IT platform that provides real time information while at the same time synchronizing all the other processes.

Though there was no consensus that the non value adding elements had been eliminated from the respondents. Customer care had equally improved as much as the value for the organization’s money had not been achieved. The respondents were in agreement that
knowledge sharing was available but they would also need to have more time for the trainings and to learn so as to be efficient at the use of the new systems. On the issues of the management support it was clear that the managers at the organization were ready to support the project and provide the necessary guidance for the success of the reengineering process. Empowering to make decision was an issue the respondents concurred that there was need to reduce the levels of approval which would cause the respondents to identify with the organization and thus having ownership of the project. The actual implementation was a success though the respondents felt that they needed more training so as to enhance the reengineering efforts. Overall it was felt that the project had achieved its objectives.

5.3 Recommendations

The reengineering was a success at the office though from the respondents they would recommend that the organization can comply with the following. From the questionnaires the levels of approvals would need to be shortened because these were as before the reengineering and thus added no value to the organization after the process reengineering. The value for money by the organization and the customers the respondents would imply that further training is conducted to the staff in order that their relationship with the customers/vendors be enhanced to be in unison with the reengineering process and thus achieve the desired goal to have value for money in the customer and procurement processes at the office. The respondents were also of the view that more training be conducted in the use of the Atlas to enhance use of the platform at the office and achieve optimum results. The mid level managers also felt that they had not been empowered to make decisions during the process reengineering and would recommend that the organization consider empowering them to make decisions and/or take into account their opinions in the implementation process which was to ensure that their team members regarded them more highly in the processes implementation.
Mainstream the processes in order to achieve more delivery/output for the organization. Enhance efficiency, reduce time spent on approvals. On the clarification of work process objectives the respondents would reduce the processes and enable them function in their roles more efficiently and focus on the organization goals thus reducing time wastage on issues that are non-value adding to the organization. Better work prioritization is an issue which may need to be addressed in ways that balance performance of work life and achievement of goals, largely the respondents were of the opinion that it this hadn't been achieved while others were of the opinion that looking into the issues would ease work pressure on the staff members especially avoiding issue as 'emergency situation', timely delivery and better time management. With the better work load distribution the respondents felt that they would achieve work life balance, motivation for the employees and work flow would be clearly defined.

Communication between the management and the staff was to enhance work expectations, reduce bottle necks, and create less conflicts and misunderstandings, less mistakes, end user satisfaction and communication of senior decisions which would be actualized by the team members. On the issues of work analysis, it was clear that the same had not been conducted and respondents recommended that the same be factored in during the planning process to ensure emerging issues were appropriately addressed. This also ensured that areas of focus were well integrated and greatly assisted in the implementation and the success of the reengineering efforts. The reengineering efforts have achieved their goals and objectives in obliterating processes that were long and cumbersome to such as were synchronized using a real time IT platform.

5.3 Limitations of the study

The study faced some challenges, these include issues that were qualitative in nature of the research. Data was analyzed as per the content which would make it impossible to infer results to any other similar organizations such as other UNDP Country offices. It is also important to point out that the time taken to carry out the study was not enough taking into account that much information
The other limitation was the lack of disclosure of information by the managers/team leaders this is largely due to the fact that they were not so certain that at some point the information disclosed would be used against them. Even with the letter of authorization from the resident representative, some were still very apprehensive. The findings also have a limitation of subjectivity based on the researcher’s interpretation of the information given by the respondents. Sometimes the inherent danger of false generalization due to lack of standard rules and policies to follow when collecting information from respondents
5.4 Suggestions for further research

The study was done qualitatively and can be done using quantitative methods especially for such factors that can be empirically measured. This would be more so for comparison purpose with other county offices.
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2009 UNDP Global Staff Survey *UNDP Publication 2010*
Appendix 1: Interview Guide

Part A: Demographics

Please answer the following questions as precisely and briefly as possible.

1. Which Department/Unit do you work at UNDP Kenya Country Office?............

2. What is your position in the Unit?.................................................................

3. How long have you been in that position (years, months).........................

4. Did you participate in the business process reengineering at the office?........

5. Briefly describe what the business process reengineering entailed at your Unit...
Part B

Please answer the following questions as accurately as possible. Please indicate the extent to which business process reengineering has improved the following aspects in the office.

6. Efficiency in the office
   a. Delays occasioned by processes have been reduced
   b. Reduce levels of approval
   c. The organization has changed from function based to process based
   d. There is elimination of non-value adding processes
   e. Production levels per individual have improved

7. Customer care
   a. The value of customer orders versus the value for money is achieved
   b. Customer complaints have reduced
   c. Processes are more aligned with/to the customer requirements
   d. The organization is geared towards putting the customer first as opposed to before
   e. Align business process to the customer needs

8. Information/knowledge sharing
   a. Improve information flow at all levels
   b. Is there improved knowledge and skills of the employees
   c. There is use of a common information technology platform (Atlas) Information about processes is readily available
9. Management Participation

a. Global executive leadership were fully committed to ensuring the project i.e. the business processes reengineering succeed

b. Local management were fully committed to making the project a success

c. Management was willing to rethink new ways of doing business and start from a clean slate

d. Management had mitigated all risks should the project not succeed

10. Empowerment to make decisions

a. The local project leaders had significant authority to make decisions

b. The project team members had sufficient authority to make decisions on behalf of the business

c. Employees were given more responsibility and accountability roles

d. There was sufficient training for project team members

11. Use of IT

a. IT infrastructure was ready to support new processes

b. Software spanned the entire business and fully supported the new business processes - Microsoft Visio Software

c. There is use of a common information technology platform (Atlas)

12. Process preparations

a. A global or local reference model was the framework for new processes

b. Sufficient resources were availed throughout the project

c. A fit/gap analysis was carried out to map the old processes to fit to the new ones
d. Management communicated commitment to not downsize the organization

e. Everyone was aware of their changing roles in the organization

13. Project phase

a. There was regular communication about the project

b. There was sufficient training for end users

c. Everyone was prepared for their roles during and post go live

d. Highly skilled consultants were part of the core team

e. The project phases, outcomes and resources were well spelt out

14. Please describe how each of the following processes would enhance your office performance.

a. Streamline work processes ..............................................................

b. Clarify work process objectives .......................................................  

c. Better prioritization of work ..............................................................

d. Better distribution of workload ..........................................................  

e. Empower staff to make decisions ......................................................

f. Ensure systems/tools support efficient work ........................................

g. Improve communication between mgmt & staff ..............................

h. Conduct work-plan risk analysis ......................................................
i. Other (Please explain)...........................................................................................................