APPLICATION OF BUSINESS PROCESS RE-ENGINEERING AS A STRATEGIC PLANNING TOOL BY THE KENYA JUDICIARY

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DECLARATION

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

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This research project has been submitted for examination with my approval as University supervisor.

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DEDICATION

I dedicate this research paper to my loving husband Andrew Ndungu Njiraini

ABSTRACT

Every organization needs to have a strategy of how it operates in the ever changing environment so as to ensure it survives in the same environment. To be able to implement this strategy it is important in all types of organizations be it profit or non-profit organizations to use business process re-engineering as a tool to implement strategy. BPR ensures that output is maximized using the least resources. This research paper was on the application the application of business process at the Kenya Judiciary and the objective was to understand how the Kenya Judiciary uses the business process reengineering and also how it has contributed to its performance as a strategic planning tool. The study used this case study to be able to get answers to my research problem. Data was collected using personal interviews with chief registrar, president court of appeal, principal judge high court, register lower court and head of paralegal staff after which content analysis was carried out on the responses received. The study used the research design. This approach is particularly appropriate for individual researchers because it gives an opportunity for one aspect of a problem to be studied in some depth within a limited time scale. Change management especially through embracing information technology came out strongly as a factor to their success using both internal and external change agents. Recommendations made for further studies by the researcher was that it is essential to validate the proposed model and its measurement instrument with public sector organizations in developing.

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ABBREVIATION AND ACRONYMS

BPR   Business Process Reengineering

GJLOS   Governance, Justice Law and Order Sector

JTF   Judiciary Transformation Framework

KHRC   Kenya Human Rights Commission

MHEI   Maryland Healthcare Education Institute

NGOs   Non-governmental organizations

RBV   Resource Based View

SDMs   Scientific Data Management System

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategy is a difficult task for any management team, making that strategy work by implementing it throughout the organization is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Since independence the Kenyan public service has undertaken several reform programmes. According to Sihanya (2013), some of these reforms have been carried out at sectoral level and others have been cutting across all sectors. However, the role of international actors like World Bank and other developmental entities cannot be emphasized. Fortuitously, the judiciary appears keen to reassert itself, even if the thrust for change has been self-originating and self-driven.

The study is guided by Resource Based View (RBV) of the central premise of RBV and addresses the fundamental question of why firms are different, how firms achieve and sustain competitive advantage by deploying their resources (RBV) of the firm and Stakeholder theory which is a conceptual framework of business ethics and organizational management, which addresses moral and ethical values in the management of a business or other organization. Judiciary as a watchdog of the law must be able to form a philosophy of its fundamental role of human rights protection and democracy, and reflect this in and through consistent jurisprudence. There has been outcry from the members of the public and other stakeholders in the judiciary about backlog of cases in courts, laxity of judges, corruption and lack of integrity from the bench (Nasongo 2007).

According to a government circular2010 (OP/CAB/13/1/1), the government introduced the resolution of public complaints as a new indicator in performance contracting. Public institutions including the judiciary are expected to submit quarterly reports to the Commission on Administration of Justice detailing all the complaints they have received and the action taken. The commission thereafter rates and issues certificates on satisfactory resolution of public complaints.

1.1.1 Concept of Strategy

Johnson and Scholes (2001) define strategy as the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of market and to fulfill stakeholders' expectations. Mintzberg et al (1999) defines strategy as the pattern or plan that integrates an organization's major goals, policies and action sequences into a cohesive whole. They view strategy as a ploy, pattern, position, plan and perspective. Strategy as a ploy is the action taken by an organization with the intention of outwitting its rivals. As a pattern, strategy emerges without preconception from a series of actions visualized only after the events it governs. Strategy as a position is a means of competitively positioning an organization in its external environment. As a plan, strategy specifies a deliberate course of action designed before the action it governs, while as a pattern strategy reveals an organization's perception of the outside world.

According to David (2007), strategy can be described as the unique and distinctive actions that a company takes on the organizations value chain to achieve a competitive advantage that will contribute to greater net profitability. Strategy can be divided into different levels and in most organization there are several levels of strategy. Strategic management is the highest level since it is the broadest, applying to all parts of the firm.

It gives direction to corporate values, corporate culture, 8 corporate goals and corporate missions. Under this broad corporate strategy there are often functional and business unit's strategies. Functional strategies include marketing strategies, financial strategies, legal strategies and information technology management strategies. Many companies consider a functional organizational structure as an efficient way to organize activities so they have reengineered according to processes or strategic business units (SBUs). SBU is a semi-autonomous unit within an organization; it is usually responsible for its own budgeting, new product decisions, hiring decisions and price setting. Each SBU is responsible for developing its own business strategies, strategies that must be in tune with the broader corporate strategies (Drucker 1954).

According to Hough et al. (2008), a company's strategy consists of the competitive moves and business approaches that managers are employing to grow the business, attract and please customers, compete successfully, conduct operations and achieve the targeted levels of organizational performance. Hill and Jones (2001) give an all-encompassing definition of strategy: "A strategy is an action that a company takes to attain one or more of its goals, the overriding goal being to achieve superior performance". There seems to

be agreement that one cannot be strategic about the past. Strategies tend to be both proactive and reactive, depending on the market conditions and will evolve over time, as companies endeavor to stay ahead of their competitors in terms of market share, profitability and customer service. Even though the focus of this research is more on strategy implementation than formulation, it is important to review how implementation fits into the broader strategic planning process.

1.1.2 Strategic Planning Process

Strategic planning is to a business the tool that defines the routes that when taken , will lead to a probability of getting the business from where it is to where the owners or stakeholders want it to go. Like a road rally, strategic plans meet detours and obstacles that call for adapting and adjusting as the plan is implemented. Strategic planning is a process that brings to life the mission and vision of the enterprise. A strategic plan, well-crafted and of value, is driven from the top down; considers the internal and external environment around the business; is the work of the managers of the business; and is communicated to all the business stakeholders, both inside and outside of the company.

As a company grows and as the business environment becomes more complex the need for strategic planning becomes greater. There is a need for all people in the corporation to understand the direction and mission of the business. Companies consistently applying a disciplined approach to strategic planning are better prepared to evolve as the market changes and as different market segments require different needs for the products or services of the company.

Emergence in disputes necessitated by a changing world-cybercrimes, contract disputes, and fraud prosecutions calls for expansive judicial reforms. According to Booz et al the ability of a judiciary to provide an impartial, transparent and efficient dispute resolution based on a clear legal framework is instrumental in establishing confidence in the rule of law, which provides citizens and residents with security and also encourages investment in a country.

In implementing its strategic plan the Kenyan judiciary needs to overcome a number of challenges including but not limited to restoring public confidence in the country's justice system. In light of the above, the judiciary must be seen to translate its vision into reality by exhibiting qualitative excellence in the way its programs and operations are aligned, with the best tested practices in response to the satisfaction of all users and beneficiaries. Okumus (2003) observe that "despite the importance of the strategic execution process, far more research has been carried out into strategy formulation rather than into strategy implementation", while Alexander concludes that literature is dominated by a focus on long range planning and strategy "content" rather than the actual implementation of strategies, on which "little is written or researched "(Alexander, 1985)

1.1.3 Business process re-engineering

Business process re-engineering is the analysis and redesign of workflows within and between enterprises in order to optimize end-to-end processes and automate non-value-ended tasks (Malhotra 1997). BPR is defined by Hammer as "the fundamental rethinking

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and radical design of business process to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, and service and speed (Hammer et al 1995). In this study BPR is aimed to help the Kenyan judiciary fundamentally rethink how it does its work of administration of justice in order to dramatically improve customers service and cut operational costs. According to Carl (2005), this can be achieved through adoption of better ways of achieving the judiciary mission and reducing its operating costs.

According to Handy (1990) the effort for realizing dramatic improvements by fundamentally rethinking how the organization's work should be done, distinguishes re-engineering from process improvement efforts that focus on functional or incremental improvement. BPR in the judiciary is aimed at reorganization and strengthening of the functioning of judiciary in administration of justice and restoring public confidence. The focus on the process is an essential element of BPR. During the industrial age, the specialization of labor and economies of scale yielded tremendous increases in production capacity. Organizations were structured to optimize cost, growth and control. These concerns resulted in hierarchical organizations which were structured into functional units. The benefits of this method of manufacturing outweighed the sub optimization of processes that resulted from the organizational structures (Hammer, 1990).

According to Millennium Development goals and Vision 2030 especially in the social pillar and the long term development agenda, the objective is to give an equitable and affordable access to justice. The critical enabler of business process reengineering is information technology. Information technology provides the ability to break long held assumptions and rules that Govern processes. However, information technology should not be applied to existing processes with the expectation of process improvements. Automation is not reengineering. To fully capitalize on the potential power of information technology one must be able to think inductively. This is "the ability to first recognize a powerful Solution and then seek the problem that it might solve" (Hammer, 1993).

1.1.3 Kenya Government Setup

The 2010 Constitution of Kenya separates the exercise of power to three organs of the government. The three arms of government are provided for in three separate chapters. Chapter eight provides for legislature, chapter nine executive and chapter ten the judiciary. Each of them is independent. The parliament is mandated in making laws, the executive for implementing laws, and the judiciary mandated in interpretation of the laws. According to Cock Groove Webster's Third international dictionary, the judiciary is a system of courts of law in an area (either as a nation or a state) responsible for trial of cases. It is also a branch of the government in which judicial power is vested.

The role of the Judicial Service Commission under the Constitution include operationalization of the administrative bureaucracy in the judiciary; the appointment of judicial officers; operationalization of the divisions of the Supreme Court; the vetting of Judges and Magistrates and the regulation of judiciary fund. According to Sihanya (2013) the vetting board has conducted the vetting exercise for the judges and magistrates who were serving at the date of promulgation of the Constitution. Some of the judges and magistrates were found unfit to continue serving in the judiciary.

1.1.4 Kenyan Judiciary

The administration of justice is the primary function of the judiciary in Kenya. The judicial power according to Article 159 of the 2010 Constitution is derived from the people and vests in and be exercised by the courts and tribunals established by or under this Constitution. To enable the judiciary exercise its authority, the judiciary formulates its own vision, which is 'to be the best judiciary in Africa, setting the highest standards in the delivery of quality justice and leading in the development of jurisprudence.'

Since independence the judiciary has undertaken several reform programmes to streamline its services and enhance access to justice by the Kenyan people (Sihanya 2013). Amongst the various initiatives that have been put in place in attempt to reform judiciary since independence is the Governance, Justice, Law and Order Sector (GJLOS) reform programme where the judiciary was a participating agency. GJLOS was one of the Kenya's most ambitious efforts at reforming its governance, justice, law and order sectors. It was put in place to supplement reforms that had been started way back in 1982

with the establishment of the Kenya Law Reform Commission and revisited a decade later when the Attorney General established 15 reform task forces with a mandate to review and update Kenya's laws in areas such as company law, laws relating to women, public order and security, auctioneers, court brokers and children (KHRC 2010).

The judiciary of Kenya developed a strategic reform tool as a business process reengineering popularly known as JTF (Judiciary Transformation Framework).The JTF 2012-2016 plan is the Judiciary's strategic reform blueprint launched in May, 2012. This strategic reform plan is anchored on four pillars. These pillars are: people-focused delivery of justice; transformative leadership, organizational culture and professional staff; adequate financial resources and physical infrastructure; and harnessing technology as an enabler for justice.

1.2 Research Problem

Process reengineering is redesigning or reinventing how we perform our daily work. It is a concept that is applicable to all industries regardless of size, type, and location. Business Process reengineering is a valuable concept for organizations that are willing to undergo dramatic change and radical process redesign. It can co-exist with ongoing gradual process improvement efforts because not all processes can be radically redesigned at once. In process reengineering, as in all improvement initiatives, assessments should be made in terms of cost/benefit analysis, and risk analysis. BPR has been adopted elsewhere and the report has been that it has an effect on organisational performance (Malhotra 1997).

The problem of public sector in Kenya is not unique especially where sufficient cognizance may not have been taken on the substance of the role of the judiciary in a democratic society. In order to ensure efficient and effective performance of the judiciary as a body mandated in administration of justice, there is need to know how business process re-engineering as a strategic planning tool for Kenya Judiciary is working. The introduction of the expanded legal sector reform strategy which premised on improving public safety, law and order and justice for Kenyans would require reforms across a wide range of institutions beyond the operations of the traditional legal sector organisations. The government admitted that the judiciary on its own would not achieve much in as much as there were other key agencies that were critical to the success of the judiciary. Failure of justice is a global issue of great concern, cutting across political, economic, geographical, racial and even gender boundaries. Although the country has made steps in attempting to address this problem it remains one of the challenges affecting proper working within the judicial system (ICJ report 2010). There is a growing concern regarding the conduct of judicial officers in administration of justice.Vices like corruption, delay in matters, missing files, laxity among others have been cited (Sihanya 2013).

There are research studies which have been done on business process re-engineering as a strategic planning tool; Globally, Malhotra, (1998). in a study carried out in South Africa on the effect of BPR on organizational strategy and the role of SDMs found that BPR has an effect on the organisational strategy in several ways and SDMs are either being

applied or recommended in MHEI s for BPR projects. Zhuang, (2010) did a study on Contemporary Strategic Planning Tools and Applications for Construction Managers, Taylor and Francis, (2002) did a study on Modelling and analysis of business process reengineering.

Local studies include; Ologi (2013) did a study on BPR as a tool for strategic change at Agrochemical And Food Company Limited in Kenya .The study established that BPR has many benefits to an organization. He further established that the key areas were hiring and retention of workforce, purchasing and supplies issues, customer service, manufacturing processes, optimization , project planning and management. Njonjo, (2014) did a study on the application of business process reengineering at Kenya airways, Momanyi (2012) a student of MBA in University of Nairobi did a study on Business process reengineering for performance improvement: a case study of Kenya petroleum refineries limited. MBA university of Nairobi. The judiciary of Kenya has adopted a BPR as a strategic tool. However, very little has been done to get to know how BPR has helped in reforming the judiciary thereby affecting its endpoint. There are no statistics and attempts taken to bring all the Application of business process re-engineering as a strategic planning tool by the Kenya judiciary. Judiciary being the least dangerous organ of the government, there is need to determine its functioning. This study therefore wishes to find out the BPR application and challenges that affect the judiciary and develop a comprehensive recommendation to address the problem. The question that remains to be addressed is, what is application of business process re-engineering as a strategic planning tool by the Kenya Judiciary?

1.3 Research Objectives

The study was be guided by the following objectives

 i. To determine the extent of application of BPR by the Kenyan Judiciary.

ii. To determine how BPR as a strategic planning tool has contributed to the performance of the Judiciary.

1.4 Value of the Study

The findings from the study will particularly be useful in application of theory in application of business process re-engineering as a strategic planning tool by the Kenya Judiciary. This will expanded knowledge on application of Stakeholders theory and Resource Based View (RBV) of strategic planning tool by the Kenya Judiciary. Academicians and business researchers have managed to borrow from the findings of this research to support literary citations as well as develop themes for further research on application of business process re-engineering as a strategic planning tool.

The results obtained from the study will help to determine the essential elements and common problems associated with business process re-engineering in the judiciary and identify methods that could make the system more effective. This study is significant to the management Kenya Judiciary by providing information regarding application of business process re-engineering as a strategic planning tool. The finding of this study is important to the management other parastatals.

The study is useful to policy makers, especially those in the Kenya Judiciary in strategic planning and would like to leverage on the findings to business process re-engineering as a strategic planning tool. The government will also be a beneficiary of this study as an entity and for future application of business process re-engineering as a strategic planning tool which people in the public service especially the judiciary as it will enlighten them on the practical aspects as well as its theoretical aspects in proper administration of justice.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the literature that has been done by other scholars on strategies adopted in transformation of judiciary. Specifically, the chapter focuses on: Application of business process re-engineering as a strategic planning tool by the Kenya judiciary

2.2 Theoretical Foundation

This study reviewed on the theoretical studies and mainly concentrated on two theories which are Resource Based View Theory and the Stakeholders theory.

2.2.1 Resource Based View Theory

The RBV is another theoretical perspective widely applied to explain variations in public organization performance (Hansen 2007). The focus of RBV, as applied to the public sector context, is on using an organization's resources most efficiently to create public value (Peteraf and Barney 2003; Hansen 2007). Studies that employ RBV have generally used two constructs: resources and competencies (Carmeli and Tishler 2004; Bryson, Ackermann and Eden 2007). Resources are those assets upon which an organization might draw to achieve its goals or to perform well on its critical success factors (Bryson, Ackermann and Eden 2007). Resources can include financial, human and technological resources, physical assets and any items that can be considered strengths in a typical strength, weaknesses, opportunities and threats analysis (Bryson, Ackermann and Eden 2007).

Conversely, competencies are a subset of resources that have transformational and managerial capabilities, such as sets of actions, technical capabilities or functional process knowledge, and that help an organization perform well on important goals or against critical success factors (Bryson, Ackermann and Eden 2007). Competencies are not acquired from the market; rather, they need to be developed by an organization. Public organization competencies may include service delivery ability, procedural knowledge, taxing abilities and service responsiveness (Bryson, Ackermann and Eden 2007).

Boyne (2003) found a strong positive relationship between resources and service improvement. That study's findings suggest that higher public expenditure permits increased availability of real resources, which in turn results in a higher quantity and/or quality of public services. Although more funding is a sufficient condition for increasing public service performance, Boyne (2003) suggested analyzing the indirect effect of financial resources through modelling real resources as a mediator between financial resources and performance constructs. O'Toole and Meier (2008) also found that human competency (measured based on staff quality and the quality of the staff development program) is positively associated with organizational performance (measured in terms of overall student pass rates).

2.2.2 Stakeholders Theory

In the mid-1980 a stakeholder approach to strategy came up. One focal point in this movement was the publication of Richard Edward Freeman. He is generally credited with popularizing the stakeholder concept. The title of the work is Strategic Management and only the subtitle is A Stakeholder Approach and came out in 1984. The traditional definition of a stakeholder is "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman 1984). The general idea of the Stakeholder concept is a redefinition of the organization. In general the concept is about what the organization should be and how it should be conceptualized. Friedman (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints.

In the past, the concept of stakeholders has boomed a lot and academics have written a lot about the topic. Non-governmental organizations (NGOs), regulators, media, business and policymakers are also thinking about the concept and are trying to implement it in one way or the other. Most contributions are particularly about the normative principle. They promote the vision of the company and the role of managers whose objective is mainly to maximize shareholder value in order to be sustainable. However, this perspective seems to be gaining way in that businesses have more and broader responsibilities. Those are best defined in terms of the stakeholder approach. Another reason why this topic is very popular and contested among theorists is that there is quit an amount of contesting literature around which is tried to be replaced and up dated. Along with the popularity has come a profusion of different overlapping approaches to the

stakeholder concept. This has led to a confusing situation in this sector. In order to deal with this conceptual confusion a number of classification schemes have been developed. The most famous literature contribution which makes the distinction between normative and strategic or analytical stakeholder theories was done by Donaldson and Preston in 1995. This stakeholder management is thought to be fulfilled by the managers of a firm. Managers should on one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand act as the stockholder's agent to ensure the survival of the firm to safeguard the long term stakes of each group.

Stakeholder theory is related to Business Process Management (BPM) because it is a comprehensive approach for improving business performance by managing end-to-end business processes. It tends to embrace both, radical redesign and continual improvement of business processes. While a plethora of methods for BPM exist, single BPM initiatives still often struggle to prove successful in practice. Hence, this study set out to examine the concept of BPM success. Stakeholder theory argue that BPM initiatives need to take the perspective of multiple stakeholders (e. g. managers, shareholders, employees) into account in order to prove successful. The judiciary model is a case of a large scale BPM project in the public sector. Kenyan judiciary is one of the areas that have recognized the need for change in the public sector and have tried to adopt BPM models as a viable radical change instrument. The implementation did show improvement, yet, it remains doubtful how far the initiative can be successfully evaluated.

2.4 Business Process Re-Engineering

The first principles and elements of business process re-engineering can be found in Taylorism (task optimisation) and the scientific management theory. Business Process Re-engineering has been formally defined by Hammer and Champy (1993) as the 'fundamental re-thinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service and speed". Hammer and Champy (1993) have highlight four l&y words in this definition, which enable us to understand the character of BPR.

The concept of BPR as a strategy for creating change and improvement in organizations goes back to the 1980's when there was a concern that the investments in information technology were not producing the results that were desired. Since the 1960's business entities have poured billions of dollars into IT investments and had seen only marginal improvements in business performance and productivity (Strassman, 1997).

BPR focusses on redesigning work processes to enhance productivity and competitiveness. The demand for a new approach to company restructuring has been fueled by the awareness that many of the existing business logic is built on premises of considerable age. These existing processes were first designed as a set of sequential manual procedures, and then automated parallel with the accelerating development of technology. However, this automation did not change the strong efficiency orientation pushing for optimizing procedures or functions and a maximum level of control, neither did it address the organizational externalities, such as customer demands.

2.3 Strategic Planning

Strategic planning begins with the development of what we call the "framework policies" of mission, vision, and values and the goals that will direct all organizational activities during the period covered by the plan. There are some reasons that make strategic plan essential in an organization. First, the existing plan may be out of date; the organization may be in need of a focused plan; there may be need for the organization to match its business to its resource capabilities; the organization would like to highlight areas of future investment/development, to allow new ideas to take root; the new plan itself would allow the mission statement of the organization to be questioned; the plan would ensure that management is pulling in the same direction and finally the plan would provide a reference document for long-term strategy development (Alex, 2004). Other factor that may drive an organization into formulation of strategic plan would be the need to analyze the performance of the organization.

According to Bresser and Bishop (2003), strategic planning is the product of the best minds inside and outside the corporation. The practices considers future implications of current decisions, adjusts plans to the emerging business environment, manages the business analytically, and links, directs, and controls complex enterprises through a practical, working management system. Strategic planning practice involves formulation of vision and mission statement, performance of situational analysis and finally strategy implementation and choice (Pearce and Robbinson, 2008).

The formality of strategic planning has been associated with the field of strategic planning from its earliest foundation. The early developments significantly include that of Andrews (Ansoff, 1965). According to Bresser and Bishop (2003), formalization is the degree to which the norms of the organization are explicitly defined. He further distinguished between "formalization", referring to whether these norms are written down in manuals and other documents. Formality in strategic planning requires explicit practices. The reason of having strategic planning written in detail is to ensure strategic planning practice receives commitment from those who are affected by it and to allow an explicit evaluation and clearly specify objectives is part of the formal strategic planning (Armstrong, 1982).

Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of the functional areas in the organization and have a direct influence on the administrative and operational activities and are vitally important to the long term health of an organization (Shirley, 1982). Although strategic planning is important, what is more important is how it is practiced in different organizations. Many organizations keep on redefining their mission and vision statements, organize seminars and include consultants to formulate strategies so as to achieve competitive advantage and be able to deal with the unexpected environmental changes.

Strategic planning practices is important as it leads to customer focus, quality management, technology strategies, research and development, production operation strategy, human resources strategies and financial strategies, performance of the organization of the organization achievement must be supported by strategic decisions. According to Bryson (2004), strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization or other identity is what it does and why it does it. It allows organization allows organization to anticipate and deal with dynamic and rapidly changing environment and accounts for allocation of resources.

2.5 Business Process Re-Engineering as a Strategic Planning Tool

Business process reengineering (BPR) began as a private sector technique to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs, and become world-class competitors. A key stimulus for reengineering has been the continuing development and deployment of sophisticated information systems and networks. Leading organizations are becoming bolder in using this technology to support innovative business processes, rather than refining current ways of doing work.

Reengineering recognizes that an organization's business processes are usually fragmented into sub processes and tasks that are carried out by several specialized functional areas within the organization. Often, no one is responsible for the overall performance of the entire process. Reengineering maintains that optimizing the

performance of sub processes can result in some benefits, but cannot yield dramatic improvements if the process itself is fundamentally inefficient and outmoded. For that reason, reengineering focuses on redesigning the process as a whole in order to achieve the greatest possible benefits to the organization and their customers. The drive for realizing dramatic improvements by fundamentally rethinking how the organization's work should be done distinguishes reengineering from process improvement efforts that focus on functional or incremental improvement.

Business Process Re-engineering (BPR) or Business Process Redesign as it is sometimes referred to in the popular press is "the analysis and design of workflows and processes within and between organizations" (Davenport and Short, 1990). Teng et al. (1994) further define BPR as "the critical analysis and radical redesign of existing business processes to achieve breakthrough improvements in performance measures". While essentially, these two statements are compatible, there is a major difference between Davenport and Short's view and Teng's perspective.

The e-business environment is creating rapid change requirements in enterprise which is directly proportional to the demands of competitors, customers, supplier, and partners. In a very competitive race, enterprises are under enormous time pressure to become e-businesses. "We call the scramble that enterprises are going through to redesign their processes for e-business the 'e-business speed loop' (see Figure 18) and we use this loop as a framework from which to derive the principles of business process redesign for e-business" (El Sawy, 2001)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the approach that was used to conduct the research. It encompasses the research design that is the method and the procedure followed in conducting the study, data collection which involves the methods of collecting data for this study and data analysis that involves how data collected was analysed.

3.2 Research Design

The research design used was a case study. A case study approach was particularly appropriate for individual researchers because it gives an opportunity for one aspect of a problem to be studied in some depth within a limited time scale. This design was appropriate since it enabled a near comprehensive collection of data from institution. The research analyzed all data selected within a specified time period. This referred to the methods and procedures followed in conducting the study. A case study allows an investigation to retain the holistic and meaningful characteristics of real life events. It involved a careful and complete observation of the social units.

The main focus of the study was qualitative which is similar to study done by Patrick (2009), on challenges of strategy implementation at Kenya Wildlife Service, Njoki (2009), challenges of strategy implementation at Oxfam Great Britain-Kenya and Martha (2010), challenges of strategy implementation at the Ministry of Road And Public Works in Kenya. The research design used by these studies gave in-depth analysis of a limited

number of events therefore adopting a case study is appropriate in investigating on application of business process re-engineering as a strategic planning tool by the Kenya Judiciary.

3.3 Data Collection

The study used primary data. An interview guide was used in collecting the primary data. This was used in order to gain a better understanding and enabled a better and more insightful interpretation of the results from the study. The interview guide is devoted to the identification of the responses to investigating on application of business process re-engineering as a strategic planning tool by the Kenya Judiciary.

The interviewees were chief registrar, president court of appeal, principal judge high court, register lower court and head of paralegal staff. The interview guide was administered through personal interviews in order to get their opinions on application of business process re-engineering as a strategic planning tool by the Kenya Judiciary.

3.4 Data Analysis

The data for the research was qualitative in nature. The qualitative data was done using content analysis. Content data analysis seeks to make general statements on how categories or themes of data are related. Mugenda and Mugenda (2003) define content analysis as a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same to relate trends.

Content analysis is the systematic qualitative description of the composition of the objects or materials of the study.

The data was obtained from the various management team members belonging to different departments and compared against each other in order to get more revelation on the issues under study. This research yielded qualitative data from the interview schedules and analyzed using content analysis because the study sought to solicit data that is qualitative in nature. Analysis of data collected was compared with the theoretical approaches and documentations cited in the literature review.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter provides an analysis, presentation and interpretation of data on the application of business process re-engineering as a strategic planning tool by the Kenya judiciary.

4.2 Interviewees Rate

The target number to interview was the chief registrar, president court of appeal, principal judge high court, register lower court and head of paralegal staff in each and every firm visited. Out of the targeted 5 respondents the researcher was able to interview 4 respondents. Out of the 4 respondents included the head of paralegal staff, the chief registrar, principal judge high court and the register lower court. It was difficult to secure further appointments due to busy calendars of most of the management. The respondents were well versed in their areas of specialization, however the biggest contributor was the chief registrar, a position created by Kenya judiciary to ensure that there is an executive sponsor to spearhead business process re-engineering efforts for the entire organization. The other three respondents provided information with respect to their individual respective departments and provided a good insight as to how BPR is portrayed.

4.3 General Information

General information is the knowledge communicated or received concerning a particular fact or a condition. In this section respondents were required by the researcher to give their information about pertaining the judiciary.

4.3.1 Job Designation

The first requirement was to identify the position of the respondent. This study found out that the interviewee who responded were the Chief Registrar, Principal Judge High Court, Register Lower Court and the Head of Paralegal Staff. This implies that the study has managed to collect data from all the targeted respondents.

4.3.2 Organization Existence

Organization existence is the duration in which a firm meets a certain requirement to be recognized by the law of corporations of a particular nation. In this particular part, respondents were required to give the duration in which the company has been operation. The study findings indicated that the Kenya's Judiciary has roots in the East African Order in Council of 1897 and the Crown regulations. The Kenyan legal system was shaped by English legal system occasioned by the British administration that lasted over six decades where judges and the bar, were exclusively European. Before 1895, when Kenya was declared a British Protectorate, the country had no structured legal system. The territory was administered via the Imperial British East Africa Company, which carried out all the obligations undertaken by the British Government under any treaty or agreement made with another State.

The interviewee indicated that the main courts were established in large urban centres - Nairobi, Mombasa and Kisumu. Judges and magistrates on circuit served other centres. The segregated system of administration of justice prevailed until 1962 when the African courts were transferred from the Provincial Administration to the Judiciary.

4.3.3 Duration of Employment at the Organization

In this section the researcher expected the interviewee to give their answers in years/months failure to which the answer will leave the researcher no wise as to how long the person has been associated with the company. The study found out that, majority of the respondent are those who have worked for a duration between 6 and 10 year with a representation of 51%. In the second position was a group of respondents who worked for a duration between 11 and 15 years with a representation of 21%. Third was represented by a group who have been associated in their respective companies by 15%. Lastly the fourth group with the least number of respondent is that whom have been in working for duration above 16 years.

4.3.4 Employee Population

This is the number of persons working in a certain firm. Respondents were required by the researcher to give the number of people currently employees in their respective departments. The court system consists of a Court of Appeals, a High Court, and two levels of magistrate courts, where most criminal and civil cases originate. The Chief Justice is a member of both the Court of Appeals and the High Court, which undercuts

the principle of judicial review. This study found out that the organization has more than 4000 employees distributed among judicial officers and staffs.

4.4: General Application of Business Process Re-engineering

This section represents the major techniques of change of management within organizations and how they are used in strategic planning.

4.4.1 Determination of BPR as a Strategic Planning Tool

The finding indicate that 72% of the respondents pointed out that the major application is by empowering people. Empowerment means giving people the ability to do their work: the right information, the right tools, the right training, the right environment, and the authority they need. Information systems help empower people by providing information, tools and training. Some other ways provided was providing training this represent 15% of the respondents. Since information systems are designed to provide the information needed to support desired work practices, they are often used for training and learning. As shown by an expert system and a decision simulator, they sometimes provide new and unique training methods. The rest 10% of the respondents indicated that, eliminating Unnecessary Paper. One common way to improve data processing is to eliminate unnecessary paper as another way respondent participated in strategic planning.

Although paper is familiar and convenient for many purposes, it has major disadvantages. It is bulky, difficult to move from place to place, and extremely difficult to use for analyzing large amounts of data. Storing data in computerized form takes much less

physical space and destroys fewer forests, but that is only the beginning. It makes data easier to analyze, easier to copy or transmit, and easier to display in a flexible format. Compare paper telephone bills with computerized bills for a large company.

4.4.2 Institution application of BPR by the Kenyan Judiciary

The study found out that the major way is eliminating Unnecessary Variations in the Procedures and Systems. Separate departments use different systems and procedures to perform essentially similar repetitive processes, such as paying employees, purchasing supplies, and keeping track of inventories by 90%. Although these procedures may seem adequate from a totally local viewpoint, doing the same work in different ways is often inefficient in a global sense. Whenever the systems must change with new technology, new regulations, or new business issues, each separate system must be analyzed separately, often by someone starting from scratch. Minimizing the Burden of Record Keeping, Data Handling, and General Office Work came in second with 10%.

Since processing data is included in most jobs, improving the way people process data is an obvious place to look for information system applications. Focus on basic data processing tasks: Reducing the burden of record keeping means being more efficient and effective with the six components of data processing. Those components are capturing, transmitting, storing, retrieving, manipulating, and displaying data. Capture data automatically when generated: Capturing data automatically at the time of data generation is especially important in minimizing the burden of record keeping in the judiciary of Kenya.

4.4.3 Personal Role of BPR by the Kenyan Judiciary

Majority of the respondents indicated that, competency of the members of the team, their motivation as a major role in the application of business process re-engineering by 42%. This was closely followed by their credibility within the organization and their creativity by 30%. 20% of the respondent indicated that, team empowerment, training of members in process mapping and brainstorming techniques. The other roles include; Effective team leadership, proper organization of the team, complementary skills among team members, adequate size, interchangeable accountability, clarity of work approach and Specificity of goals by 8%.

4.4.4 Department Involvement in Application of BPR

The study found out that, most departments considered in implemented re-engineering of is IT department by 65%. The main reason was to meet the increasing needs of the business divisions. A team based structure resulted, and the benefits included a major change in the philosophy of the unit. Where the unit was previously technology focused, reengineering brought about a focus on using technology to meet business strategies.

Management style changed from control based and functional, to leadership-based and team-oriented. The hierarchy was flattened, increasing flexibility. The result from the finding also indicates the accounting department was involved in business process re-engineering process by 30%. The accounting department is for credit control and invoicing. In cross-functional organizational units the main organizational unit is the process. Since doing business is mainly running processes, it would be very logical to

organize companies based on processes. Lastly the 5% represents the logistical department for inventory control and distribution, and the production department for producing the order.

4.4.5 Application of Business Process Re-engineering

The application of ICT creates applications and services that provide direct strategic advantage the Judiciary by 76%. It supports strategic changes such as reengineering to enable efficient decentralization of operations by providing fast communication links thereby enhancing communications through collaboration, e-mails, teleconferencing and video conferencing. The Kenya judiciary being a highly information intensity sector implies that accurate information regarding their accounts and this information need to be easily accessible and retrievable by 15%.

4.4.6 Trend on Extent of Application of BPR

The study found out that there is an urgent need to rethink and transform the existing business processes for improved quality and efficiency, reduced costs, and increased profitability. Recently, one of the eight most important responsibilities of IT is reengineering business processes and workflow show how IT systems can help reengineer and how you do the work and make it more efficient by 61%. The study also found out that the understanding of how business processes was radically improved in the logistic department by 49%, dramatically reducing process cycle time and cost, and improving the quality of the process products or outcomes; and identify business processes that are candidates for improvement.

The study also found out that, one central tenet of BPR is to exploit IT to support radical change. However BPR has not really worked as its proponents expected. Attribute this problem a lack of appreciation of the deeper issues of IT, and stress that an awareness of the capabilities of IT can influence the business redesign process. They claim that IT has traditionally been used to hasten work but not to transform it and BPR is about using IT to do things differently. Thus IT plays an important role in BPR. Properly adopting IT can improve the competitive position of Kenya judiciary. But inappropriately adopting IT may create barriers to responding to the rapidly changing business environment. Further, simply picking IT packages cannot achieve successful BPR if it is simply used to speed up the process rather than reengineer it.

4.4.7 Comments on Strategies used by BPR by the Kenyan Judiciary

The study found out that the use BPR is part of their effort to reform and transform the judiciary administration processes and service delivery by 56%. BPR, like most other management and transformational ideas and practices, was invented for transforming corporations in the developed West. Planning or doing BPR, most were improving existing processes, rather than 'reengineering' those processes identified as a result of a radical rethink of how the organization needed to be reconfigured, and managed. It was therefore felt that the concept of 'reengineering' was too restrictive and was not felt to be an accurate reflection of the current reality of managing business processes.

Other clarification considered was that, BPR implementation agency that is, each federal and regional government administration body in the judiciary, is responsible for sponsoring its own BPR implementation project. The project is managed by the top management of the implementation agency, who also chair the steering committee of the BPR project within the agency. The expectations of BPR as a radical change instrument were high but now we see a certain reluctance towards its application, given that the chances of failure are high, clever marketers sell these products (BPR tools) as a new development in BPR, but in fact it is a way of mechanizing an existing process without radically changing it. These comments represents 44% other respondent interviewed.

4.5 Business Process Re-engineering as a Strategic Planning Tool

This section explains how the BPR put into practice by Kenya judiciary due to its ability to increase performance significantly, hence making it an indispensable tool in managing change

4.5.1 Determination of BPR as a Strategic Planning Tool

The researcher asked the respondents to give how the determination of BPR has contributed to the performance of the judiciary in Kenya. The study found out that, Modelling of BPR is intended to represent the information and the information flows in an organization with the idea of abstraction, through the use of tools such as conceptual framework, mathematical models and simulation. The purpose of modelling BPR is to understand the problems and to recognize the constraints with the information and material flows and to seek optimal solutions for improving the overall performance.

From the findings Strategic planning is social and political process where conflicting interests and powers interact. This process should involve all stakeholders, internal and external, who have control or influence in the organization's recourses. It is necessary involvement of all stakeholders where their inputs are required to avoid conflict in the later stages during implementation. This also ensures that the right decisions are made to allocate resources in the right areas according to the felt needs of the target population.

4.5.2 Roles to played in Determining BPR as a Strategic Planning

The study found all the roles of the includes consulting with top management in establishing BPR steering committees; advising in the identification of core and support business processes; providing BPR training; and evaluating the documents produced for each process identified. The interviewee also expected to oversee the progress of BPR implementation and to report to the Kenyan Judiciary.

Strategic planning is iterative, ongoing process to position of the organization for its competitive environment in its ever-changing environment. This study found out that departmental head must understand and appreciates desire of key organization stakeholders, the organizations environment position relative to its stakeholders and other state cooperation. This knowledge helps managers to set performance goals and direct organization resources to address the felt needs of target population and satisfies the stakeholder.

Managers must have ongoing relationship with internal and external stakeholders whom they gather information from. They make key decisions to allocate resources to felt needs areas and this must with full participation of all key stakeholders.

4.5.3 Trend on Determining BPR as a Strategic Planning Tool

This study found that Business process re-engineering is a new concept in the Public Sector in Kenya not to mention the hitherto conservative Judiciary. The Judiciary does not exist in isolation. It exists in an environment hit by competition and competitive forces where only the one with competitive advantage survives. Effective strategic management creates a productive alliance between the nature and demands of the environment, the organization's culture and values, and the resources that has at its disposal.

Respondents indicate that, these forces generate opportunities for growth, they also unleash risks. Digital technologies, give rise to new markets, but they also bring volatility, macroeconomic shocks and disruption: Think cyber-attacks, which are now a hazard for all companies as digital connectivity becomes the norm. As executives grapple with a landscape increasingly dominated by technology and change, they plan to spend more on innovation, IT and long-term growth capabilities, and they are embracing digital transformation tools.

4.5.4 Application of Business Process Re-engineering

The study found out that the application of ICT in business management within judicial in Nairobi have actually embraced the use of ICT for their competitive advantage. Respondents indicated that the application of ICT gain competitive advantage in their respective sectors. Application in the ICT is their core business processes and competitive strategies thereby obtaining positive results that helped them gain competitive edge in the sector.

Although strategic planning is important, what is more important is how it is practiced in different organization. The study did find out that it cannot have a universal application across the board as different face unique challenges and different levels of environmental turbulence. The study also found out that the nature of organizations in the non-profit or public sector prevents exact duplication of the private sector strategic planning process. More numerous stakeholders, conflicting criteria for performance assessment, public accountability, and the social service nature of non-profit organizations tend to make replication difficult between sectors.

The interviewees generally agreed that BPR as a tool for strategic change had been applied at Kenya judiciary. This was evident from the analysis of the data collected from the interviews administered to the respondents. Notably, BPR had been applied in quality management, maintenance of workforce, purchasing and supplies, automation, customer service and environmental related activities.

4.5.5 Challenges that Determine BPR as a Strategic Planning Tool

The study analyzed the finding indicates that, reengineering forces us to challenge the way that organizations are run and to redesign the organizations around the desired outcomes rather than functions or departments. Reengineering forces a new way of thinking. Every organization has to prepare for the abandonment of everything it does. The old way of managing, the vertical organizations, the promotion and compensation schemes, and the whole decision making schemes no longer work.

Respondents indicated that lack of leadership of the team plays a big role in the level of achievement. And most important input factors to successful fulfillment of team processes and team effectiveness. Team leadership is positively related to team's member satisfaction, significant such boundaries include those between team leader and team members.

Technology uptake rate was also generally found to be low especially among the aging workforce who felt that they did not belong to the information age. This scenario had posed a lot of challenge in increasing the automation index at Kenya judiciary because many of the communications were being done through email. The fact that most of the judiciary processes were automated required that the employees handling such machines and processes should be equipped with all the necessary technical skills. However, empowering such employees becomes difficult because of their negative attitude towards technology.

Some of the interviewees at Kenya Judiciary, according to the study, expressed their limited understanding of BPR as a tool for strategic change. Generally, they equated BPR to quality management techniques such as total quality management. The limited knowledge about BPR had, therefore, posed a lot of challenge especially in realizing an organizational-wide reengineering process.

Lack of teamwork as proceeding from a climate of community and a new kind of leadership hindering the business process re-engineering. Thus, interviewee indicates that, the team leader should support and encourage teamwork cohesion that consistent with prior research found that leadership support associate with team cohesion.

4.5.6 Comments to Determine Strategies used by BPR

The study found organizations and business processes are complex, especially when they rely on the interaction of people. Deep an understanding of current processes is necessary before redesign to gain the best results is a controversial issue. Change in BPR being radical rather than incremental is "to avoid being trapped by the way things are currently done.

further comments from the study indicate that, the organization's claimed to be planning or doing BPR, most were improving existing processes, rather than 'reengineering' those processes identified as a result of a radical rethink of how the organization needed to be reconfigured, and managed It was therefore felt that the concept of 'reengineering' was

too restrictive and was not felt to be an accurate reflection of the current reality of managing business processes. In quality management, there was evident that BPR had been put in use to develop better and newer ways of developing high quality products to help meet the increased customer expectations.

Interviewee suggested that, differentiation strategy is usually developed around many characteristics such as product quality, technology and innovativeness, reliability, brand image, firm reputation, durability, and customer service, which must be difficult for rivals to imitate. A firm implementing a differentiation strategy is able to achieve a competitive advantage over its rivals because of its ability to create entry barriers to potential entrants by building customer and brand loyalty through quality offerings, advertising and marketing techniques. Thus, a firm that implements a differentiation strategy enjoys the benefit of price-inelastic demand for its product or service.

4.6 Discussion of Findings

This study found out that, empowerment is giving people the ability to do their work: the right information, the right tools, the right training, the right environment, and the authority they need. This finding is corresponds with the literature that states, resources are those assets upon which an organization might draw to achieve its goals or to perform well on its critical success factors (Bryson, Ackermann and Eden 2007). Resources can include financial, human and technological resources, physical assets and any items that can be considered strengths in a typical strength, weaknesses, opportunities and threats analysis (Bryson, Ackermann and Eden 2007).

The study also found out that, the application of ICT creates applications and services that provide direct strategic advantage the Judiciary. It supports strategic changes such as reengineering to enable efficient decentralization of operations by providing fast communication links thereby enhancing communications through collaboration, e-mails, teleconferencing and video conferencing. This tallies with Strassman (1997) who illustrates that, since the 1960's business entities have poured billions of dollars into IT investments and had seen only marginal improvements in business performance and productivity.

The study also found out that, Modelling of BPR is intended to represent the information and the information flows in an organization with the idea of abstraction, through the use of tools such as conceptual framework, mathematical models and simulation. The purpose of modelling BPR is to understand the problems and to recognize the constraints with the information and material flows and to seek optimal solutions for improving the overall performance of the system. This study tallies with, Boyne (2003) who suggested that although more funding is a sufficient condition for increasing public service performance, analyzing the indirect effect of financial resources through modelling real resources as a mediator between financial resources and performance constructs. O'Toole and Meier (2008) also found that human competency (measured based on staff quality and the quality of the staff development program) is positively associated with organizational performance (measured in terms of overall student pass rates).

The study found out that the use of BPR is part of their effort to reform and transform the judiciary administration processes and service delivery. BPR, like most other management and transformational ideas and practices. This correspond with Bryson, Ackermann & Eden (2007) who states competencies are not acquired from the market; rather, they need to be developed by an organization. Public organization competencies may include service delivery ability, procedural knowledge, taxing abilities and service responsiveness.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of findings as discussed in chapter four and interpretations of the data analysis, conclusions and recommendations based on the findings.

5.2 Summary of Findings

The study found out that at the Judiciary major application is by empowering people. Empowerment means giving people the ability to do their work: the right information, the right tools, the right training, the right environment, and the authority they need. The study also found that judiciary separate departments use different systems and procedures to perform essentially similar repetitive processes, such as paying employees, purchasing supplies, and keeping track of inventories.

The study also found out that Re-engineering in IT as a strategic planning by the Kenya judiciary. The main reason was to meet the increasing needs of the function divisions. A team based structure resulted, and the benefits included a major change in the philosophy of the unit. Where the unit was previously technology focused, reengineering brought about a focus on using technology to meet business strategies.

This study also found out that, it supports strategic changes such as reengineering to enable efficient decentralization of operations by providing fast communication links thereby enhancing communications through collaboration, e-mails, teleconferencing and video conferencing. Every act of communication influences the organization in some way or other. It is a thread that holds the various interdependent parts of an organization together. When it stops, organization activity ceases to exist.

5.3 Conclusion

This study provided evidence for and insight into the effect of BPR on public sector organization performance in a developing economy context. Based on the findings of the study, the organisational performance effect of public sector BPR comes not only from the BPR outcome achieved at the process level from a one-time BPR project and also deployment of post-BPR on a continuous basis.

This study also made an original contribution to the literature of public sector BPR in the Kenyan economies by developing and validating a theoretical model for empirically assessing the effect of BPR on public sector organization performance in a developing economy context. The theory of RBV and its complementary competence perspective provided a relevant theoretical lens through which to integrate the various BPR perspectives and theories the linkages between BPR and public sector organization performance. The model ensures continuous post-BPR improvement, thereby addressing the limitation of discontinuous BPR and enhancing the model's explanatory power. The Kenyan Judiciary is founded on the complementary competence perspective of the RBV

theory, which is robust and appealing for application in environments in which organizations are working in conditions of relatively scarce resources. Public sector organization in general operate in such environment, as do those in organization in the country.

5.4 Recommendations

This study contributes to BPR project success, as it unveils to the BPR practitioners the mechanism by which public sector BPR influences organization performance and the factors to take into consideration in their BPR practice. Understanding these mechanisms and factors enables practitioners to become more successful in their BPR undertaking. Specifically, to realize a change with sufficient depth and a BPR outcome with significant organizational impact, the study recommends for BPR practitioners who undertake BPR implementation in a developing economy context to ensure that: The reengineering team has the power and autonomy necessary to complete its tasks with little interference from the top management. The BPR human resources to be deployed have adequate knowledge and skill on change management, performance measurement and management and communication. This includes people from the IS/IT department. Finally arrangements should be made with a relevant government authority regarding laying off employees and effecting new performance management systems, including a new reward system.

5.5 Limitations of the Study

Despite the above important contributions, this study also has the following limitations. The first being, the reform heads and the managers of the Kenya Judiciary were the only respondents from the organization were the BPR champions. As such, their responses could lack the required level of impartiality; that is, they may have tended to assess the BPR outcome favorably. The other limitation is that the study targeted only departmental heads in the Judiciary which intern causes low internal validity, it inhibits generalizability in the sector.

5.6 Suggestions for Further Studies

In view of the limitations identified above and based on the implications of the findings of the current research, this study proposes the following for future research undertakings. Although restricting the sampling frame to the judiciary of Kenya only was beneficial for enhancing internal validity, it also inhibits the generalizability of the current research findings. Therefore, it is essential to validate/revalidate the research to be undertaken in all public sector. Such a research undertaking would increase the generalizability external reliability of the current research findings, contribute to refining the instrument already developed and establish the predictive validity of the model.

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APPENDIX: INTERVIEW GUIDE

The following sections provide sample questions to be used in Application of business process re-engineering as a strategic planning tool by the Kenya judiciary

SECTION A: GENERAL INFORMATION

1. What is the title or position of the respondent in the organization?

2. For how long has the organization been in existence?

3. How long have you been with this organization?

4. How many employees are in the organization?

SECTION B: GENERAL APPLICATION OF BPR BY THE KENYAN JUDICIARY

5. To what extent do you apply application of BPR by the Kenyan Judiciary?

6. How does your institution extent of application of BPR by the Kenyan Judiciary?

7. What role do you play in application of BPR by the Kenyan Judiciary?

8. How is your department involved application of BPR by the Kenyan Judiciary?

9. Are the above strategies used applicable for BPR in the Kenyan Judiciary?

10. What has been the trend on extent of application of BPR by the Kenyan Judiciary?

11. What are your comments on strategies used by BPR by the Kenyan Judiciary?

SECTION C: BUSINESS PROCESS RE-ENGINEERING AS A STRATEGIC PLANNING TOOL HAS CONTRIBUTED TO THE PERFORMANCE OF THE JUDICIARY.

6. How does your institution determine BPR as a strategic planning tool has contributed to the performance of the Judiciary?

7. What role do you play to determine BPR as a strategic planning tool has contributed to the performance of the Judiciary?

8. What has been the trend on determining BPR as a strategic planning tool has contributed to the performance of the Judiciary?

9. Are the above strategies used applicable to determine BPR as a strategic planning tool has contributed to the performance of the Judiciary?

10. What are the challenges that determine BPR as a strategic planning tool has contributed to the performance of the Judiciary?

11. What are your comments on strategies used to determine BPR as a strategic planning tool has contributed to the performance of the Judiciary?