



Leadership Capacities and Competencies for an Effective Public Administration

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Innovation: A Business Re-engineering Model

This session focuses on:

- Concept of BPR
- Objectives of BPR
- The case for BPR in the Public Service
- Success factors for implementation of BPR
- Discussions, Q & A and Country experiences



Introduction



- Governments/public institutions are increasingly faced with the challenge of:
 - Improving on service delivery;and
 - Using fewer resources to deliver services
- Business Re-engineering has been part of broader public sector reforms aimed at improving efficiency and effectiveness in the management of the public service.



The Concept of BPR



BPR is the fundamental rethinking, systemic and radical re-design of organizational processes to achieve dramatic improvements (45%) of performance in cost, speed and quality of service.

Hammer & Champy, 1993



The Concept of BPR



- It is the **analysis** and **design** of **workflows** and **processes** within an organization and the development of **better work processes** in order to support the organization's mission and **reduce costs**
- The **re - designing** of **processes** in order to achieve the greatest possible **benefits** for an organization and its **customers**.



Determine need for BPR



Guiding Vision for the project



Vision is the
Destination



Change is
the journey



Technology
is the tool



BPR and other reform initiatives



ISO	<ul style="list-style-type: none">• ISO requires documentation of processes and adherence with continual improvement• BPR requires mapping; analysis in number of procedures, length, cost to organization and customer, rules, regulations and legislation; re-designing and implementing for radical improvement
Rapid Results Initiatives	<ul style="list-style-type: none">• Focus on results within 100 days without changing processes• BPR focuses on re-engineering processes for sustainable results to avoid going back to business as usual after the 100 days
Automation	<ul style="list-style-type: none">• BPR is not automation. ICT is an enabler.• Successful BPR may call for automation of re-engineered processes
Total Quality Management	<ul style="list-style-type: none">• TQM concentrates on incremental a gradual improvement• BPR seeks radical re-design and dramatic improvement



The Objectives of BPR



- a. To meet customer needs
 - i. Accessibility to high quality services
 - ii. Just in Time (JIT) services
 - iii. Convenient services
 - iv. Affordable services
 - v. Human dignity (not long queues)
- b. Reduce cost of doing business
- c. Improve efficiency and effectiveness
- d. Enhance Global competitiveness



The Case for BPR in the Public Service



- i. To achieve National Development Goals;
- ii. Citizen's right to quality services;
- iii. Need for transparency, integrity and accountability in public services;
- iv. Our Countries are expensive business destinations;
- v. Lengthy procedures and processes in service delivery; and
- vi. Many reform initiatives have not lead to desired improvements



The Case for BPR in the Public Service



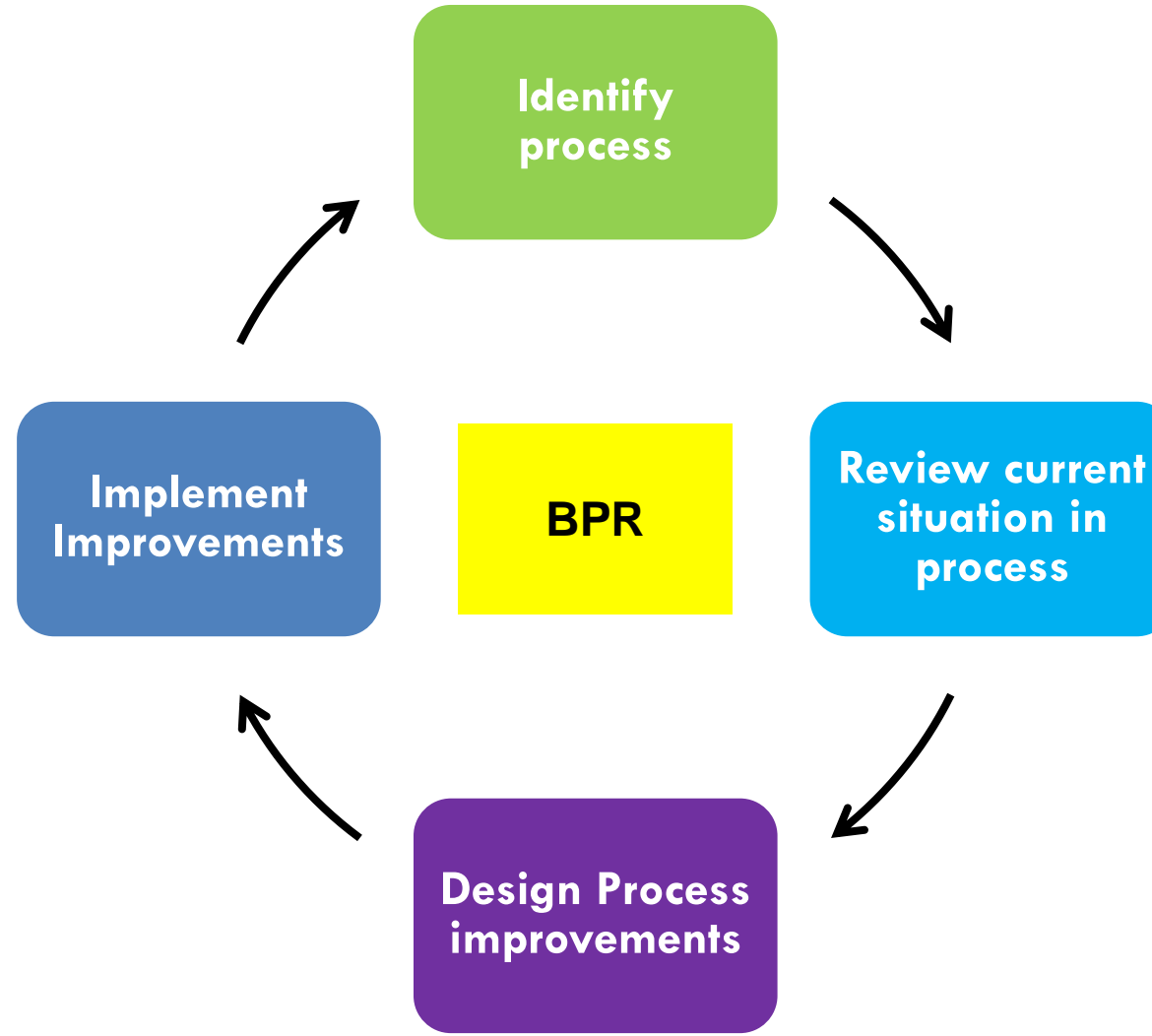
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The BPR Framework



Michael Hammer and James Champy were key contributors in the field of Business Process Re-engineering





The process of undertaking BPR



- i. Determine need for BPR
- ii. Identify service processes for re-engineering
- iii. Build a cross- functional team with a clear mandate and vision
- iv. Map Current (As -Is) processes
- v. Analyze “As - Is” processes
- vi. Design and Map “To – Be” Processes and sign them off
- vii. Review rules, regulations and legislation to support new processes
- viii. Implement Re-engineered Business Processes
- ix. Monitor and evaluate Implementation Progress



Country Case Studies



Country presentations



Pre-requirements for successful implementation of BPR



- i. Top level executive directive
- ii. High level leadership coordination
- iii. Management commitment
- iv. Enabling rules, regulations and legislation
- v. Effective communication
- vi. Appropriate Change Management programs
- vii. Information Technology
- viii. Resources



Parting Shot

We can not use

20th century processes

to serve

21st century customers