

# **REPORT ON BUSINESS PROCESS RE-ENGINEERING FOR UNIVERSITIES FUND**

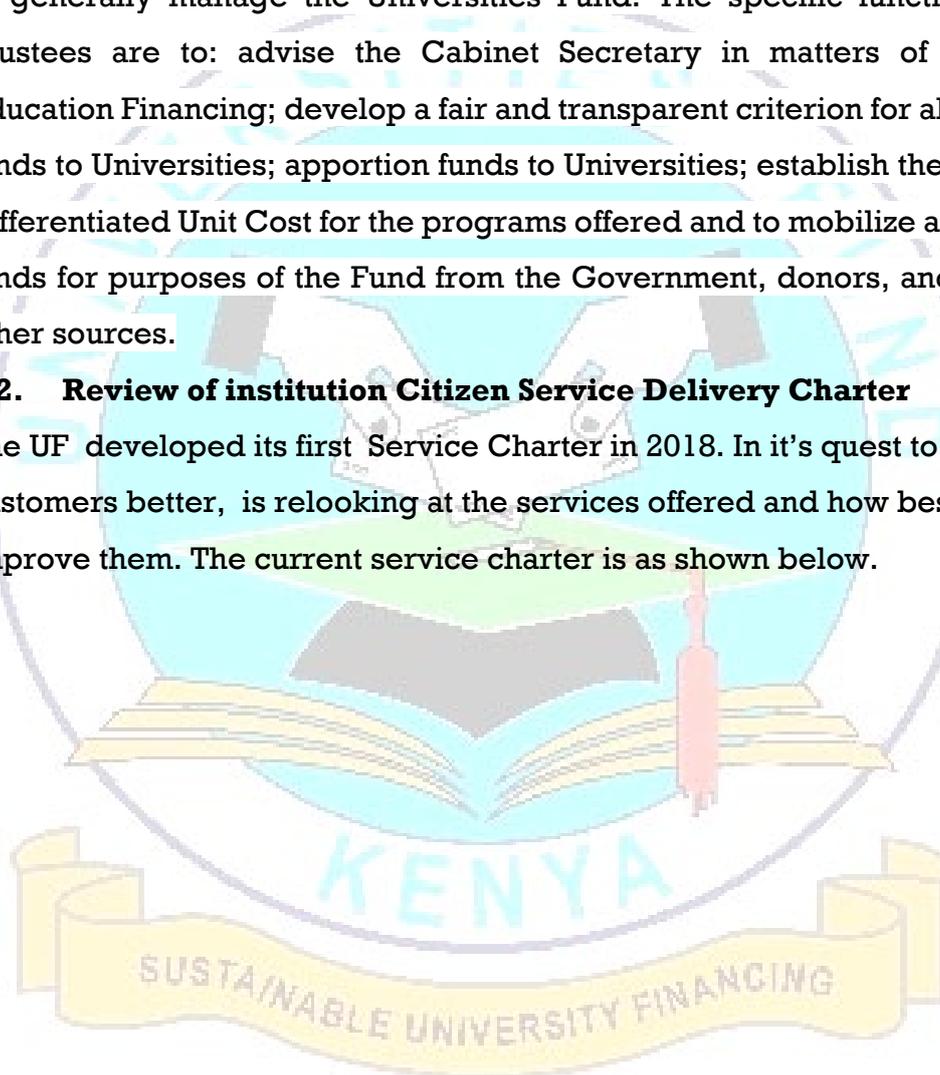
## **1.0. Introduction**

### **1.1 Brief mandate of the institution**

The Universities Fund (UF) was established under section 53 of the Universities Act, 2012 for financing Universities in Kenya. The Fund is managed by a Board of Trustees known as the Universities Funding Board (UFB) which has been in operation since 2016. The function of the Trustees is to generally manage the Universities Fund. The specific functions of the Trustees are to: advise the Cabinet Secretary in matters of University Education Financing; develop a fair and transparent criterion for allocation of funds to Universities; apportion funds to Universities; establish the maximum Differentiated Unit Cost for the programs offered and to mobilize and receive funds for purposes of the Fund from the Government, donors, and from any other sources.

### **1.2. Review of institution Citizen Service Delivery Charter**

The UF developed its first Service Charter in 2018. In its quest to serve its customers better, is relooking at the services offered and how best to improve them. The current service charter is as shown below.





## CITIZENS' SERVICE DELIVERY CHARTER



### VISION

Sustainable financing of Universities in Kenya for global competitiveness



### MISSION

To create and promote a robust participatory mechanism for financing Universities in Kenya

### CORE VALUES

- Integrity** – The Fund strives to adhere to the highest ethical standards in performing its duties and demonstrate high level of integrity by creating an atmosphere of trust and confidence.
- Transparency** – We shall be transparent and accountable for our decisions, actions and inactions.
- Efficiency** – Achieve optimum output from our resources.
- Teamwork** – Working together for a common purpose.
- Accountability** – Responsible for decisions and actions.
- Customer focus** – Strive to meet and exceed customer expectations.

S/N	SERVICES OFFERED	REQUIREMENTS	CHARGES	DURATION
1.	Validation of Government Sponsored Students	Written requests (letters)	Nil	14 working days
2.	Financing of Public Universities	Submission of Accurate data on Government Sponsored Students	Nil	Monthly
3.	Issue of Conditional Grants to Private Universities	As outlined in the Funding Guidelines/Set out by the Universities Funding Board	Nil	As outlined in the Funding Guidelines/ Set out by the Universities Funding Board
4.	Response to Enquiries	Written/Verbal Enquiry	Nil	Response within 7 working days

### ACCESS TO INFORMATION

You are entitled to complete, timely and accurate information. Information is available from: In Person:  
 Between 8:00 am and 5:00 pm Monday to Friday (excluding Public Holidays) at Nacosti Building  
 1<sup>st</sup> Floor Off Waiyaki Way, Upper Kabete  
 P.O. BOX 28237-00100  
 Mobile number : +254 746 737 935 Email: info@ufb.go.ke Website: www.ufb.go.ke

The services offered by the Fund have been identified, included in the revised Charter and improved. The revised Charter is shown below.

The Identification of the services left out of the current charter was done and the new charter is as shown below.

S/N	SERVICES OFFERED	REQUIREMENTS	CHARGES	TIMEFRAME

1.	Enquiries	Submission of enquiries through: <ul style="list-style-type: none"> <li>• Call</li> <li>• Letter</li> <li>• Email</li> <li>• Physical visit</li> </ul>	Nil	Immediately
2.	Provision of funding for financing universities	<ul style="list-style-type: none"> <li>• Submission of Data returns on Government Sponsored Students</li> <li>• Letter of submission of data returns from the Universities.</li> </ul>	Nil	30 days from receipt of the request.
3.	Issuance of Conditional Grants to Private Universities.	<ul style="list-style-type: none"> <li>• Submission of an application for conditional grants</li> <li>• Submission for proposal for conditional grants</li> <li>• Submission of a detailed budget as per prescribed format</li> </ul>	As prescribed by the Board from time to time	30 days from receipt of the request.
4.	Capital/Development Projects funding	<ul style="list-style-type: none"> <li>• Submission of projects requests to UF for funding.</li> </ul>	As prescribed by the Board from	30 days from receipt of the request.

			time to time	
5.	Sourcing for grants	<ul style="list-style-type: none"> <li>• Submission of grant proposals which shall be aligned to national priority areas or included in the Integrated National Development Plan as prescribed by the Cabinet Secretary from time to time.</li> </ul>	As prescribed by the Board from time to time	6 weeks
6.	Partnership, Collaborations and linkages	<ul style="list-style-type: none"> <li>• Submission of proposals on collaborative activities which promote the fulfillment of the UF mandate;</li> <li>• Outline the budget implication/responsibilities of proposed partnership;</li> </ul>	Nil	30 days
7.	Procurement of goods and services	<ul style="list-style-type: none"> <li>• Submit pre-qualification documents</li> <li>• Submit tender documents</li> <li>• Submit Request for Proposals.</li> <li>• Request for quotation documents.</li> <li>• Delivery of goods and services</li> </ul>	As per the PPRA Act	According to tender requirements

8.	Payment for goods, services and works	<ul style="list-style-type: none"> <li>• Submission of invoices/delivery notes.</li> <li>• Submission of valid KRA Pin certificate and VAT/Tax compliance certificates</li> </ul>	Nil	One month (1)
9.	Resolution of public complaints	Submission of complaints through: <ul style="list-style-type: none"> <li>• Call</li> <li>• Letter</li> <li>• Email</li> <li>• Physical visit</li> </ul>	Nil	14 days

## 2.0. The BPR process

Business Process Re-engineering is the fundamental rethinking, systemic and radical redesign of organizational processes to achieve dramatic improvements of performance in cost, speed and quality of service. (Michael Hammer, 1993). The process involves mapping of current (AS-IS) service delivery processes established by an organization; interrogation of those processes in relation to customer needs and organizational objectives; design of new/improved (TO-BE) processes and implementation. It is important to emphasize that BPR must be informed by customer needs.

### 2.1 Identification of service processes for re-engineering

After the review of the Service Charter, two (2) processes were identified to be engineered. These are;

- A. Customer Service - Resolution of public complaints
- B. Core Mandate - Provision of funding for financing universities

## 3.0. Provision of funding for financing universities

### 3.1 Brief introduction of the service

One of the main mandates of the UF is to apportion funds to Universities using the criteria established. The criteria established is the Maximum Differentiated Unit Cost (MDUC). The criteria evaluates the cost of training a student in a particular program on an annual basis.

### 3.2. As-Is process map of the service

#### Provision of funding for financing universities

Step	Activity	No. of Days	Actor
1	Request for submission of data for Government Sponsored Students (GSS) enrolled in the Universities.	1 day	Grants Management Department  CEO
2	Receive data from universities on GSS enrolled	14 days	Grants Management Department
3	Submission of the received data to the Kenya Universities and Colleges Central Placement Services (KUCCPS)	1 days	Grants Management Department
4	Awaiting for the validated data from KUCCPS	3 days	Grants Management Department

5	Clustering of the student data into their respective clusters to facilitate apportionment of funds	5 days	Grants Management Department
6	Preparation of the apportionment schedule for presentation to the board.	1 day	Grants Management Department
7	Presentation of the apportionment schedule to the Planning, Research and Resource Mobilization Committee.	1 day	Grants Management Department Board of Trustees
8.	Presentation of the apportionment schedule to the full board for approval.	1 day	Grants Management Department Board of Trustees
9.	Forwarding of the approved apportionment schedule to the Ministry of Education for disbursement of funds	1 day	Grants Management Department CEO

		36 days	
--	--	---------	--

### 3.3. Challenges of current process

The main challenge in carrying out the process is that the activities are carried out manually.

### 3.4. Recommendations for improvement

Automation of some of the activities will increase efficiency and effectiveness in service delivery.

### 3.5. To-Be process map (*Use template above*)

#### **Re-engineered process for Provision of funding for financing universities**

<b>Step</b>	<b>Activity</b>	<b>No. of Days</b>	<b>Actor</b>
1	Initiate the process of requesting for submission of data for Government Sponsored Students (GSS) enrolled in the Universities	1	Head of Grants Management Department
2	Signing of the request letter	1	CEO
3	Sending the letters to the respective universities		Head of Grants Management Department
4	Request data updates from KUCCPS		
5	Awaiting to receive data from universities on GSS enrolled and updated data from KUCCPS	14	Head of Grants Management Department
6	Validation of the GSS data sent by universities using the UF system	1	Head of Grants Management Department
7	System generated clustering of the student data into their respective clusters to facilitate apportionment of funds		
8	Preparation of the apportionment schedule using the UF system.		
9	Presentation of the apportionment schedule to the Planning, Research and Resource Mobilization Committee.	1	Head of Grants Management Department

10	Review the apportionment schedule before recommending to the full board for approval	1	Chairperson of Planning, Research and Resource Mobilization board committee
11	Incorporate amendments made by the Planning, Research and Resource Mobilization Committee for presentation to the full board	1	Head of Grants Management Department
12	Presentation of the reviewed apportionment schedule to the full board for approval.	1	Chairperson of Planning, Research and Resource Mobilization board committee
13	Approval of the apportionment schedule by the board of trustees	1	Board of Trustees
14	Write a letter forwarding the approved apportionment schedule to the Ministry of Education for disbursement of funds.	1	Head of Grants Management Department
15	Signing and forwarding of the forwarding letter		CEO
		23 days	

### 3.6. Benefits of To- Be process

The process is delivered at a shorter period of time due to automation of some activities. Other activities are also happening concurrently hence being efficient and effective in the delivery of the service.

## 4.0. Resolution of public complaints

### 4.1 Brief introduction of the service

Customer complaints are pieces of feedback that point out problems with the services rendered. Resolution of the complaints are opportunities for the UF to improve its internal processes and create a better customer experience.

### 4.2. As-Is process map of the service

## AS-IS process of Resolution of Public Complaints

<b>Step</b>	<b>Activity</b>	<b>NO. of days</b>	<b>Actor</b>
1.	Receiving, registration and acknowledge receipt of complaints	1	Customer service officer
2.	Forward the complaint to the complaint handling committee for action	1	Customer Service officer
3.	Receives and studies the complaints	1	Complaints handling committee
4.	Forwards to the relevant heads of departments	1	Chair of Complaints handling committee
5.	Convene meeting with committee members	1	Chair of Complaints handling committee
<b><i>*Complaints may be resolved at this step and move to step 8..</i></b>			
6.	Investigation of the complaints	7	Head of Department
7.	Forwarding the findings to the Committee	1	Head of Department

8.	Forwarding the recommendations to the CEO	1	Chair of the complaints handling committee
9.	Prepare response in the form of letter/email to the complainant.	1	Head of corporate communication
10.	Signing of the response letter	1	CEO
11.	Dispatch of the letter	1	
Total no. of days		17	

#### 4.3. Challenges of current process

The current process takes more time and all the activities are carried out sequentially.

#### 4.4. Recommendations for improvement

Some of the processes can be carried out concurrently to reduce the time taken to complete the process.

#### 4.5. To-Be process map

### Re-engineered process of Resolution of Public Complaints

Step	Activity	NO. of days	Actor
------	----------	-------------	-------

1.	Receiving, registration and acknowledge receipt of complaints  Forward the complaint to the complaint handling committee for action	1	Customer service officer
2.	Receives the complaints and convenes a meeting	1	Chair of Complaints handling committee
3.	Holds a meeting to discuss the complaint	1	Complaints handling meeting
<b><i>*Complaints may be resolved at this step and move to step 6..</i></b>			
4.	Investigation of the complaints  Forwarding the findings to the Committee	7	Head of Department
5.	Convene and hold meeting to come up with recommendations	1	Chair of the complaints handling committee
6.	Forwarding the recommendations to the CEO	1	Chair of the complaints handling committee
7.	Prepare response in the form of letter/email to the complainant.	1	Chair of the Complaints Handling Committee

8.	Signing of the response letter	1	CEO
9.	Dispatch of the letter		Records management officer
Total no. of days		14	

#### 4.6. Benefits of To- Be process

The process is more efficient ,effective and takes less time to be completed.

#### 5.0. Recommendations and Way Forward

It was recommended that documentation of the other processes not reengineered is crucial so as to create room for re-engineering.The documentation is as shown below.

#### AS-IS process of Enquiries

Step	Activity	No. of Days	Actor
1.	Receipt, recording and acknowledgment of Enquiries in form of Calls, Physical visits and letters	1	Customer Service Officer
2.	Investigation of the enquiry for response	1	Customer service officer
<b><i>*Enquiries may be resolved at this step</i></b>			
3.	Forwarding of the enquiry to the relevant Head of department	1	Customer Service officer
4.	Receives and analyses the Enquiry	3	Head of Department
5.	Gives feedback on the Enquiry	1	Head of Department
Total No. of Days		7	

#### AS-IS Process for Issuance of Conditional Grants to Private Universities.

Step	Activity	No. of Days	Actor	Issues identified
1	Write a letter requesting for submission of data for Government Sponsored Students (GSS) enrolled in the Universities	1	Head of Grants Management Department	Why, who does it,when,where, what and how.

2	Signing of the request letter	1	CEO	
3	Sending the letters to the respective universities	1	Head of Grants Management Department	
4	Awaiting to receive data from universities on GSS enrolled	14	Head of Grants Management Department	
5	Submission of the received data to the Kenya Universities and Colleges Central Placement Services (KUCCPS)	1	Head of Grants Management Department	
6	Awaiting for the validated data from KUCCPS	3	Head of Grants Management Department	
7	Clustering of the student data into their respective clusters to facilitate apportionment of funds	5	Head of Grants Management Department	
8	Preparation of the apportionment schedule for presentation to the Planning, Research and Resource Mobilization Committee board.	1	Head of Grants Management Department	
9	Presentation of the apportionment schedule to the Planning, Research and Resource Mobilization Committee.	1	Head of Grants Management Department	
10	Review the apportionment schedule before recommending to the full board for approval	1	Planning, Research and Resource Mobilization board committee	
	Incorporate amendments made by the Planning, Research and Resource Mobilization Committee before presentation to the full board	1	Head of Grants Management Department	

11	Presentation of the apportionment schedule to the full board for approval.	1	Chairperson of Planning, Research and Resource Mobilization board committee	
12	Approval of the apportionment schedule by the board of trustees	1	Full board	
13	Write a letter forwarding the approved apportionment schedule to the Ministry of Education for disbursement of funds.	1	Head of Grants Management Department	
14	Signing and forwarding of the forwarding letter	1	CEO	
		34 days		

#### **AS-IS Process for Capital/Development Projects funding**

<b>Step</b>	<b>Activity</b>	<b>No. of Days</b>	<b>Actor</b>
1	Initiate the process of requesting for submission of proposals of development projects that need funding	1	Head of Grants Management
2	Signing of the request letter	1	CEO
3	Sending the letters to the respective universities	1	Head of Grants Management Department
4	Universities submitting their responses which include their master plan and proposed project(s)	14	Head of Grants Management Department
5	Evaluation of the proposed projects to determine viability	14	Head of Grants Management Department
6	Preliminary report on award of funds developed for board review	1	Head of Grants Management Department
7	Review of the report by the Planning, Research and Resource Mobilization Committee of the board.	1	Chairperson, Planning research and Resource Mobilization board committee
8	Incorporation of changes made by the board committee	1	Head of Grants Management Department

9	Presentation of the final report to the full board for endorsement	1	Chairperson, Planning research and Resource Mobilization board committee
10	Write a letter forwarding the approved capital projects to the Ministry of Education for disbursement of funds.	1	Head of Grants Management Department
11	Signing and forwarding of the forwarding letter	1	CEO
		37	

#### **As-Is process for Sourcing for grants**

<b>Step</b>	<b>Activity</b>	<b>No. of Days</b>	<b>Actor</b>
1	Initiate the process of Resource Mobilization by identifying potential donors and partners	1	Head of Resource Mobilization and Partnerships
2	Prepare letters for expression of interest to potential donors and partners	1	Head of Resource Mobilization and Partnerships
3	Signing of the letters	1	CEO
4	Dispatch of the letters and awaiting for response	14	Head of Resource Mobilization and Partnerships
5	Receiving and analyzing of responses	1	Head of Resource Mobilization and Partnerships
6	Preparation of proposals for the positive responses	3	Head of Resource Mobilization and Partnerships
7	Presentation of the proposals to the Planning, Research and Resource Mobilization board committee for review	1	Head of Resource Mobilization and Partnerships
8	Incorporate changes made by the Planning, Research and Resource Mobilization board committee	1	Head of Resource Mobilization and Partnerships
9	Presentation of the final proposals to the full board for endorsement.	1	Chairperson, PlanHead of Resource Mobilization and Partnerships research and Resource Mobilization board committee
10	Writing letters to forward the proposals to the respective donors and partners	1	Head of Resource Mobilization and Partnerships
11	Signing and forwarding of the letters and proposals	1	CEO
		26	

### AS- IS process for Partnership, Collaborations and linkages

Step	Activity	No. of Days	Actor
1.	Receipt of Submitted proposals by physical visits, email or letters		Customer Service Officer Head of Corporate communication
2.	Forward the proposal to the CEO		Customer Service Officer Head of Corporate communication
3.	Receipt and Assigns the proposal to Head of Resource Mobilization and partnership Department for evaluation		CEO
4.	Evaluate feasibility of proposal		Head of Resource Mobilization and partnership Department
5.	Forwards the findings back to the CEO		Head of Resource Mobilization and partnership Department
<b><i>The proposal could either be approved or denied</i></b>			
6.	Convenes a meeting with the planning, research and resource mobilization committee of the board		CEO
7.	Presents the proposal to the planning, research and resource mobilization committee of the board		Head of Resource Mobilization and Partnership Department
8.	Reviews the proposal before recommending to the full board		Planning, research and resource mobilization committee of the board
9.	Presentation of the proposal to the full board		Head of Resource Mobilization and Partnership Department
10	Approval of the proposal		The full board
11	Writing a response letter of the proposal		Head of Resource Mobilization and Partnership Department
12	Signing and forwarding of the response letter		CEO

### As-Is process for Procurement of goods and services.

#### Request for Quotation (RFQ) Process

Step	Activity	No. of Days	Actor
1	Send for request for quotation to prequalified suppliers	1	Head of Procurement Department
2	Close of receiving of RFQs	5	Head of Procurement Department
3	Opening of the Request for Quotations (RFQs)	1	Opening Committee
4	Evaluation of the RFQs and	1	Evaluation Committee
5	Committee makes recommendation to the CEO for award of the successful bidder	1	Evaluation Committee

6	Write an award letter for the CEO's signature	1	Head of Procurement
7	Award letter signed and sent to the successful candidate	1	CEO
		11	

### Tenders

Step	Activity	No. of Days	Actor
1	Send for expression of interest in open tender	1	Head of Procurement Department
2	Close of receiving of tender application from the public upon collapse of application time	21	Head of Procurement Department
3	Opening of the tenders	1	Opening Committee
4	Evaluation of the Tenders	1	Evaluation Committee
5	Committee makes recommendation to the CEO for award of tender	1	Evaluation Committee
6	Write an award letter for the CEO's signature	1	Head of Procurement
7	Award letter signed and sent to the successful candidate	1	CEO
8	Enter into contract with the successful candidate upon acceptance of the tender award .	1	Head of Procurement
		28	

### As-Is process for Payment for goods, services and works .

Step	Activity	No. of Days	Actor
1	Receive invoice from the vendors	1	Head of Procurement Department
2	Request CEO for approval for payment	1	Head of Procurement Department
3	Procurement forwards the approved request to the Head of Finance		Head of Procurement Department
4	Head of Finance marks the approved request to accounts for examination and processing	1	Head of Finance Department
5	Examination is carried out to ensure completeness		Accountant
6	Processes the payment in the system		Accountant
7	First level approver approves the payment		Head of Finance
8	Second level approver approves the payment		Accounting Officer/ CEO
		3	

**Way Forward**

The way forward is to pilot the reengineered processes, monitor and evaluate the impact of reengineering in improving service delivery.

