

**“AS IS” Report of
Community Service Team at
Addis Ababa University**

**By
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All the Maps are attached

The AS-IS of Community Service Process at Addis Ababa University

1. Introduction

Addis Ababa University, the pioneer higher learning institution in the country has been serving the community for more than sixty years in various ways. It has adapted community service as one of the missions of the university in addition to teaching and research. In providing the services to the community the University has exercised different approaches and currently it is also revised its Vision and Mission. However, it seems that it is important to revise ways in which things have been done as to the needs and requirements of the time and the customers. Customers these days require fast and immediate response for their requests. This can only be done when organizations revise their working mechanism and check their effectiveness regularly. Of the mechanisms that organizations improve their performances and satisfy their customers needs BPR is one tool. Thus AAU realized that there is a need to look into matters that have been handled in a traditional and/or conventional ways. One of the areas where the university has identified as an area to be reengineered is the way it gives community service.

AAU identified Community Service as one of the major processes to be revisited in transforming the University. Thus the management of the University has set up Community Service BPR team comprised of eight members. The team has identified the current processes of giving service at AAU. In order to understand the current processes and activities being done at AAU, the team has set up an action plan and tried to find out what is going on with regards to community service and map the processes. Thus the purpose of this report is to show the process the team has gone through, to present the current list of Community services rendered by AAU and to show the map of the current processes.

2. Scope and Limitation

This BPR report focuses on the current community services which are indicated on the Senate legislation and discussed in the Strategic Plan. These are consultancy service, Training service and Outreach service. In addition, through the process the team has

seen that the medical services at Black Lion Hospital, though it is a community service, need to be treated in a unit which would be part of the Community service team.

The limitations of this As-IS are that the University has no established system in community service thus the map we have produced is limited to the ones that are already in practice. The data is also limited to the available ones. Similarly since there is no documentation and the turn over rate of the department heads are very high, there were information limitations. Thus the AS-IS is limited to the one that are orally told. Finally, Since the unfreezing was not done and the awareness of the university community about the BPR was limited, support from the staff on the process was also very low.

3. General Objective

The general objective of the AS- IS stage of the BPR is to understand the current community service provision process at AAU and design the best and the most efficient working system.

4. Specific Objectives:

1. To provide an operational definition for community service as it is perceived and practiced at AAU
2. To identify performance gaps and to attempt to state the desired outcomes and starchy objectives of the service
3. To determine the kind of community services rendered by AAU
4. To classify the community services into their processes
5. To determine the processes in the area of the community services at AAU.
6. To map the processes of the community service at AAU

5. Identified performance Gaps

AAU during the strategic planning stage has identified the performance gaps with regards to community services. The Strategic planning document indicates that the community service at AAU currently is below the standards and is very bureaucratic, and the university's public engagement is very low. Similarly the strategic plan document indicates that the university's image is exclusively adversarial with the public and there is negative image of the university in the community for its inefficiency in

dealing with the public. These have also created gaps between the university and the community. Practically, the community services rendered by interested individuals and certain offices at AAU are not organized, cost effective and policy driven. As a result in many areas, the services are being done at an individual level or in a poor organization that wastes time and resources unnecessarily. In rare cases, when institutional community service requests come to the university, there are instances where the services may not be offered. These inefficiencies are attributed to issues related to organization, administration and financing of the community service. Recently, there is an indication that the university community tries to render the service either as an individual or in a certain way that can be handled out side the university. As a result, the university is losing its customers and income, and the community in turn seems to lose its interest and faith to the University. Above all professionals' services and expertise at the university are being challenged by the external market.

6. The desired out come and stretched objectives of the BPR in community service

As stated in the strategic plan document of the University, the main focus of this BPR is to make that university an institution that offers quality, efficient and effective community service. Once this BPR is completed it is assumed that the university will provide socially relevant, efficient, cost effective and timely public services through

- Promoting university engagement in public services through consultancy, training and outreach programs and generating income that can be used to attract professionals to the University
- Setting up cost effective, rewarding, dynamic and motivating mechanism in order to attract customers to its services and experts to provide the services through the university
- Implementing transparent and accountable working mechanism supported by IT.

7. Methodology

The team consulted range of sources to undertake the current situation analysis. Primarily, team members brainstormed on the nature and types of community services available at AAU and visited almost all the faculties, Offices and centers at AAU. Secondly, the team members' consulted written documents and interviewed individuals

and Officers at various levels. Finally, the member mapped the processes using process charts.

8. End-to- End Process Definitions

Before mapping the processes and identifying the activities the team has tried to define community service as ***a service to be given for the community in a form of consultancy, training and Outreach. These activities are different from the teaching and research programs rendered by the university and the staff to the community with or without payment. These services start from customers and/ or the staff initiation and end with customers' satisfaction.***

Using this operational definition, the committee found out the following activities as community services activities done by various departments, Offices and individuals through its visits, interviews and discussions it has made. The following list is faculty/institute/college based

- * Akiliu Lemma Institute of Pathobiology
 - Animal and Human medical examination
 - Staff medical check up- Government NGO
 - Checking new medical equipment - Drug /Injection
 - (Result) –DACA Testing
 - Training (short term)
 - Research attachment
- * Medical Technology School
 - Design, test new Laboratory
 - Supervision of new Labs and schools
- * Medical Faculty
 - Continuing Medical Education
 - Treatment –
 - Hands on Training
 - Consultancy – CPD MOH
- workshop
- Advisor board / Council /
- Media support
- Drug management advice
- Bilateral consultancy with external body
- Individual Service
- * Science
 - Flora fauna Museum
 - Consultancy
 - Media briefings
 - Monitoring the earth /international /
- *Geological Science
 - users training Geological Science /Mapping../
- * Faculty of Business and Economics
 - Training (Short term) *

- Consultancy to NGO
- Business advice and Expert advice
- Auditing Service
- Board membership (Working Manilas)
- Consumer association formation
- Project creation for community group

* Institutes of Language Studies

- Linguistics
 - Nation and Nationalities Language training
 - Dictionary and teaching material preparation
 - Sign Language Training (Certificate)
 - Language and Linguistics club =
- Public Lecture

*Theater Arts.

- Training – Government, NGO
- Theater for Development
- Manual Preparation
- Public Media Since (Awareness Creation)
- Applied research (Serial Drama) Assessment
- Conflict resolution /ritual Drama
- Jury Service

*Ethiopian Languages and literature

- Training – public and Consultancy on mother tongue education
- Translation Services
- Research
- Testing (Language Skill)
- Ethiopian Language Teaching for foreigners
- Literary review and critics (Ethiopian

Writers Association)

*School of Journalism

- Capacity Building Training
- Jury Competition on writing and /Journalism
- Newspaper- Publication
- Consultancy – with BBC world Trust
- EU teaching
- Community Journalism training

*Yard Music School

- Performance – Variety of music's
- Training to School teachers
- Consultancy – for Business Program
- Jury services
- Professional evaluation
- Promoting Ethiopian Music's
- Vocational Training for visual impaired

*Art School

- Exhibition – School gallery
- Awareness creating through art
- Training – Certificate
- Jury Service
- Monuments and mosaic –design
- Art therapy

*Institute of Ethiopian Studies

- Museum Service
- Documentation and Preservation
- Exhibition for diplomatic community
- Lecture series

- Advise for regional states on museum and museum management

- Research student management

Friends – of – Ethiopian

*Foreign Language and Literature

- Translation

- Editing

- Training

*Ethiopian Languages Research Center

- Training

- Syllables preparation /orthography /

- ICT Terminology translation / Social/ natural

- Research and consultancy for regions

- Reading material peroration

- Dictionary preparation

- Preservation of dying Language

- Standardize of Language

- Studying folklore

- Confluence seminars workshop

- Awareness raising on media

College of Development

- Consultancy service

- Training to region

- Public Lecture

*Law faculty

- Legal service

- Testing

- Private jurisdiction (Arbitration service)

- Street Law service Awareness raising

- Legal aid for needy people

*College of Education

-Consultancy

- Training

- Manuals and materials writing for High schools and special schools

*Technology Faculty

- Consultancy Services-such as advising the government and Non governmental orgs.

- Conducting workshops and seminars of value to the society

- Applied research based on the request of the sponsoring social organ

- Material testing

- Testing service

- Interview to the media about social issues

- Public lecture -Training

*Veterinary Medicine

- Animal Health service

- Animal Clinic service

*Faculty of Informatics

-Training

- Consultancy

- Net working support

*Continuing and Distance Education Office

– Evening Program

- Tele Education distance program (MBA)

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Similarly documents in the Office of Vice president for Graduate and Research (OVPR) identified the following activities as consultancy services being give by various groups and individuals in the university.

Contract Management; Leadership Development, Capacity Building Techniques, Modes of Effective Service Delivery in Public Organizations; Policy Analysis, Economic analysis of poverty and environment, Labor Market Analysis; Systems Analysis, Strategic Planning, Organization Structure, Salary and remuneration schemes, Program/Project Proposal/Development, Analysis and Evaluation, BPR, Project Feasibility Studies; Asset Management; Performance Audit, Financial Analysis.

Food security, Agricultural & Rural Development, Pastoralist, Base line Survey, Environment, Migration, HIV/AIDS, Education, Hydro-politics, Water supply & Sanitation, Livelihood.

Low Cost Housing Design and Construction; Water Resources Development and Design; Road and Highway Design and Construction; Material Testing; Geothermal Consultancy; Dam Design; Consultancy related to Slope Failures; Multipurpose Water Resources Study, Design, and Implementation; Hydraulic Structure Design; Hydropower Engineering; Solid Water Management; Waste Water Management; Air Pollution

related issues; Process Development (chemical); Chemical Products development; Process Control, Simulation Modeling; Bioprocess, Pharmaceuticals, Food & Beverage Processing.

Drug Products Development and Human as well as Veterinary Health; Development of Traditional Medicine; Pharmaceutical Technology; Quality of Pharmaceuticals; Trouble shooting in Pharmaceutical Industries; Drug Management & Financing; Health Program Evaluation (in general) and Pharmaceutical Care (in particular); Feasibility study to establish Pharmaceutical Industry, Wholesale and Retail; Management of Herbal Drugs; Procurement, Distribution, and Management of Drugs; Production of Drugs; Preparation of Treatment Guidelines; National Drug List; Research support to Drug Manufacturers; Drug Utilization and Use Studies

Assessment of Environmental Impact of Development Projects; Environmental Impact of Mining; Mineral Exploration; Health and Pharmaceutical Research; Geo-tourism; Petroleum/ hydrocarbon Exploration; Paleoantropology; Environmental Impact assessment, water

resource development; Environmental Impact Assessment; Sample analysis (environmental, mineral); Measurement and Standardization; Neutron Activation Analysis; Physics Curriculum Development and Evaluation
Development Management, Project Formulation, Monitoring, Scientific Analysis of Societal Issues; Regional Development; Local Development Planning; Decentralization; Urban Development; Resource Management.

ICT & Education; ICT & Health, ICT and Language; Systems Development; Natural Language Processing; Content Development for e-government; Web-technology/ Web-development; Data-base Development; Optical Character Recognition (NLP), Networking; System Development, Analysis & Requirement Collection (software engineering), Network Design; Advisory System Design and Implementation; Web Page Design, Analysis and Implementation; Data Base Design; System Analysis, Design, Development; Advisory System; Dialog Systems; Speech Systems and Data Base Systems.

The committee agreed to put these exhaustive lists of community service activities into three major activities as

A. Consultancy

B. Training

C. Outreach

GIS-Climate; Conflict Management/Resolution; Gender Policy Formulation; Natural Resource Management; Diplomacy and Inter-State Relations; Water Policy; Conflict Management; Hydro-Politics; Local Governance and Decentralization; Workings of Parliamentary Systems; Politics of Development (Ethiopia); Policy Briefs on Areas of Governance, Conflict Management, and Decentralization.

Classroom Instruction (active learning); Evaluation of Teaching Effectiveness & Professional Development of Teachers; Quality of Education; ICT and Higher Education; Education, Gender and HIV/AIDS; Course Design; Test Development and Administration; Training Manual Development; Quality Matter Consultancy Works; Prioritizing and Facilitating Thematic Research Undertakings; Course Design in Curriculum and Instruction; Quality Matters; Evaluation and Assessment; Education and Health, Education & Development, HIV/AIDS & Education, Ethics/corruption & Education, ICT & Education, Evaluation; Quality Assurance & Accreditation, Gender & Education.

9. Input(s) of the Process

The inputs of these processes are

- customers requests
- Staff initiations based on the needs of the community

10. Output(s) of the process

The outs of the process are various types. These are

- Consultancy Services such as decision support system, products, advising and problem solving
- Training service such as capacity building, skills development and knowledge dissemination
- Outreach services such as awareness creation, and change on the system

11. Outcomes of the process

- Consultancy services have outcomes such as improved and informed decision, working operational systems in material form and solving
- Outcomes of the training services are applications of new knowledge, improved institutional capacity, rendering quality service
- Outreach services have outcomes such as change of behaviors, knowledge and informed decision
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12. Mapping of the Process

A. Consultancy

These activities are works being done by the university professionals with pay or without pay for customers who need the expertise and advices of the university. As the team had learnt during the discussion with the staff, these activities can be professional advices or applied research based solutions for problems or changes customers need. The customers of this service are government organizations, Non-government organizations and individuals. *See table one and two (process charts) and process map for each chart*

B. Training

These activities refers trainings that the university professionals offer for customers in a short term bases on specific topics in order to improve customer knowledge, skills, and understandings of issues. In this section the committee examined the Evening Program as one of the community services rendered by the Office of Continuing and Distance

Education, however, the evening program is part of the teaching learning process of the University and it is believed that it has to be examined through the Undergraduate processes team. *See Table Three and Four (process charts) and process map for each chart*

C. Outreach

These are activities which refer the dissemination of knowledge to the wider public using media and other communication channels and provision of services which are not neither training nor consultancy. Here the committee tried to put the outreach activities into three categories due to the differences observed in the way they are handled currently. *See Table Five, Six and Seven (process charts) and process map for each chart*

13. Customers of the process

The customers of the community service processes are

- Local organizations(govt. and NOGs)
- National and regional governments
- International organizations (govt. and NOGs)
- Manufacturing and Processing industries(public and private)
- Service Industries(public and private)
- Individuals
- Community at large

14. Stakeholders

The stakeholders are

- The national and international academia
- Society and the future generation
- All the beneficiaries of the processes (customers)
- Government

15. Collaborators

- Data and information sources
- Sources of finance
- Regional and local Government

16. Customers' Demands

Customers are demanding effective, efficient, quality and standard services and products. They need solutions to their current problems, skills to improve their efficiency, and upgrade their working procedures in a very short way with minimum cost. Thus they need consultancy, training and outreach programs every time. All customers require timely, un-bureaucratic and cost effective service at the time of their request.

17. Problems, Rules and Assumptions

No.	Problems	Rules	Assumptions
1	lack formal working procedure (organization) that indicates community service role of the university	The University structure / Hierarchy	Traditional arrangements were taken as basic
2.	Lack of responsible body		No one is in charge
3	Lack of accountability		
4	Lack of clear and defined working policy		Taken as extra curricular
5	Unrewarding financial system	Financial procedure	Misuses and abuse
6	Lack of incentive mechanism	The university's consultancy procedure	The employees are using the university resource and time
7	Discouraging financial system	The government finance procedures	
8	Lack of recognition of the service as part of the university service by the university management		More competent employees may not give attention for the teaching job.
10	Lack of professional human capacity and resource capacity	The university salary scheme is unattractive	University job is taken as any other civil service activity
11	Low customers awareness		The university is assumed that it is

			more concerned with formal teaching learning process.
12	Customers dissatisfaction on the University and the university community		The University is not responsive for community requests
13	Lack of documentation		No community service is assumed to be exercised again
14	Lack promotion scheme		
15	The work load on the professionals	Inflexible workload assignments (senate legislation)	Assumed that it shares university time and resource
16	Lack of income generating scheme in the University		
17	Lack of internal revenue administration and management scheme	Budget and finance office rules are similar to the gov't budget system.	Mistrust of the academic staff and trust of the admin. staff
18	Lack of organized and programmed planning		No need of planning for internal revenue and no culture of planning in the university

18. Performance baseline

The community services rendered by AAU have multiple layers of problems. To begin with, most of the services are being rendered by the individuals who have the contact with the customers informally. Similarly some are being handled at different levels of the university which have no stated roles and responsibilities. The customers are not even aware where they could get the services they possibly get from their University. As

a result, in some cases customer requests go to the departments, the Office of the President, the Office of the Vice presidents and forwarded by these offices either to the preferred expert or department. As a result, there is no documented procedure and guideline related to community services rendered by the University and none of these bodies are accountable for the action they perform in the name of the University.

Secondly, since the services are being given in a scattered and an unorganized ways, the university, currently; is not giving the service it had to give to the community. Though what has been stated in the mission and vision of the university is giving sound service to the community, the university is not in a position to do so. As a result the university is not able to get the income that could be tapped with such income generating services.

Third, due to the unorganized and unknown procedures used it is impossible to see the extent of customer satisfaction at all levels of the services given by the university and the university community. This made the assessments of the committee to focus on informal talks and traditional ways of satisfaction evaluation. That is based on the customers return rate. Even using this parameter it seems that since there is no officially accountable body in giving the services the feedbacks from customers are very low and indicates that the university is not in a position to offer community services due to the long and bureaucratic procedure and the haphazard working principles it has.

As a result the identified baseline shows that Community service at AAU are of

- Poor Quality: since there is no accountable body for the weaknesses the condition and performance of the services are below what is expected from the University.
- High cost : Many customers indicated that what the private consultancy providers are requesting them high price since their objective is profit making. Currently the university members are also providing community services with high price since they have to work inline with the market.
- Alarming slow in the speed of performance: the less number of community services being rendered by the university are very slow and time taking. The minimum time for a very simple community service takes at least one month.

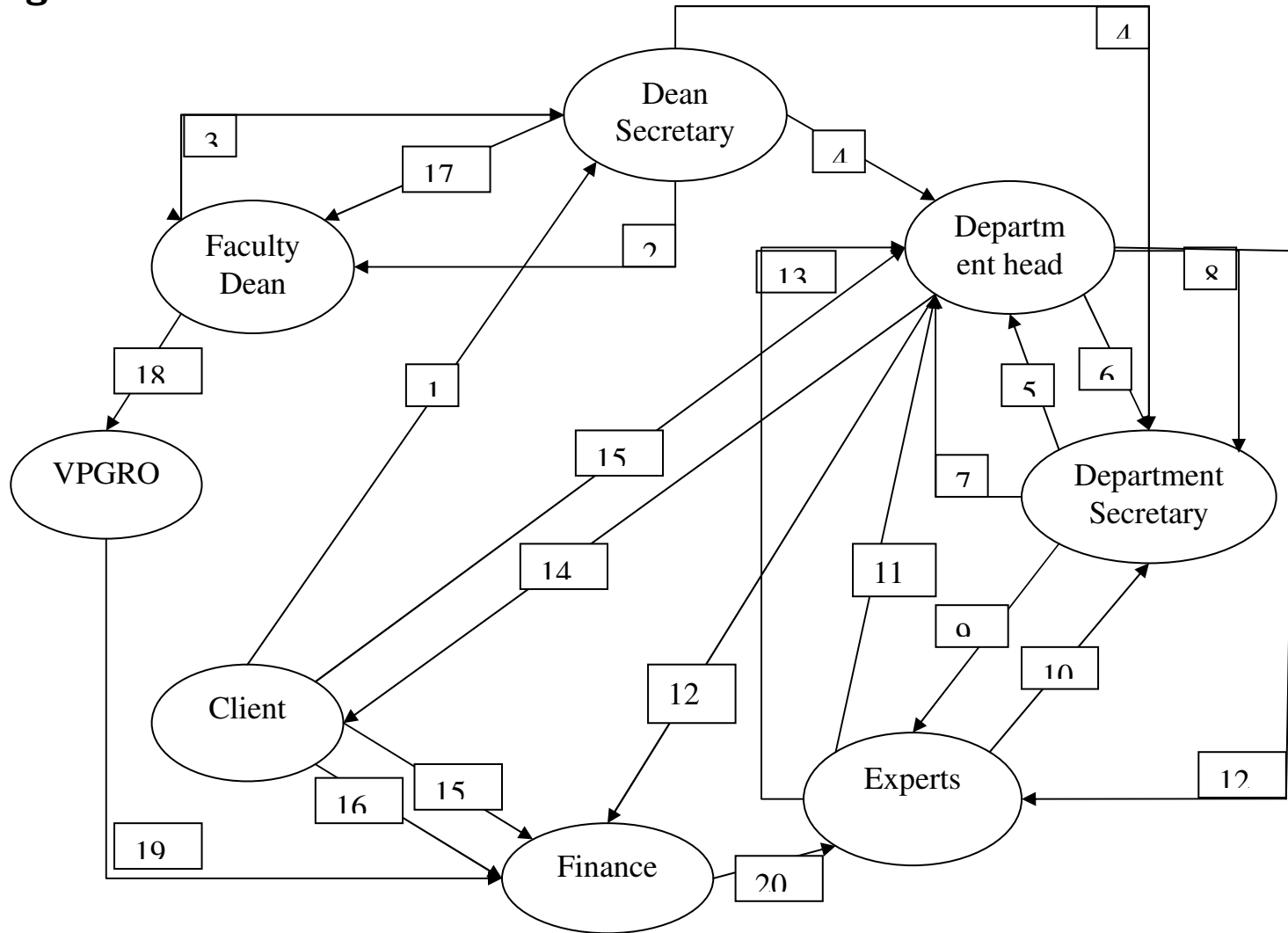
19. Conclusion

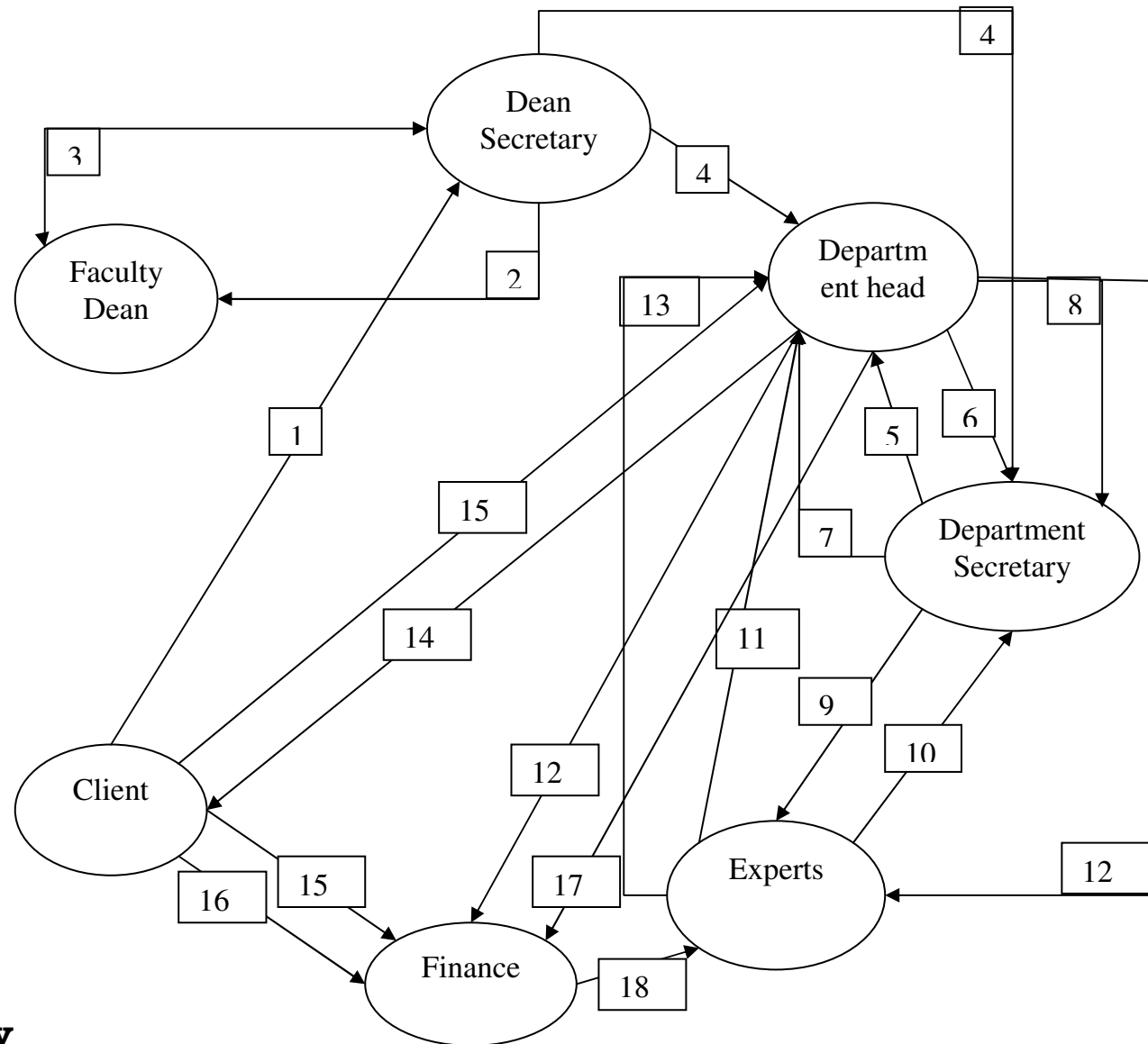
The AS-IS of this process indicates that the University is no in a position to provide what is expected from it. As one of the oldest institute with Variety of professional mix seem to neglect one of its objectives- Community Service. The twinkling efforts in this regard are unorganized and time taking. Thus the university is unable to benefit from what it has owned.

The very important point which has to be considered is the unorganized efforts to reform the system in the university in various sectors and thwarted hopes of the workers in different offices has been observed as source of difficulty in the process of data gathering for this current situation analysis. Thus the committee was forced to be involved in person in the activities being conducted currently and tried to see how things are done. In the process the committee observed the need for change and the commitment of the University community as an asset for the BPR process.

On the contrary, the university seems to be an aware of what is going in various sectors of it. To mention some the Black Lion Specialized Referral Hospital has made performance assessment and prepared a blueprint for action. Even in some areas, the hospital has started implementing and testing its set standards in the blueprint. Though BPR is a dynamic process that will not be stopped somewhere, the committee believes that there is a need to avoid duplication of efforts. Thus, this report addresses only areas which are not attempted in any form and recommended to include the Hospital case either as a separate process that has number of sub process or to be studied as apart of community service with a subcommittee to be assisted by the existing team.

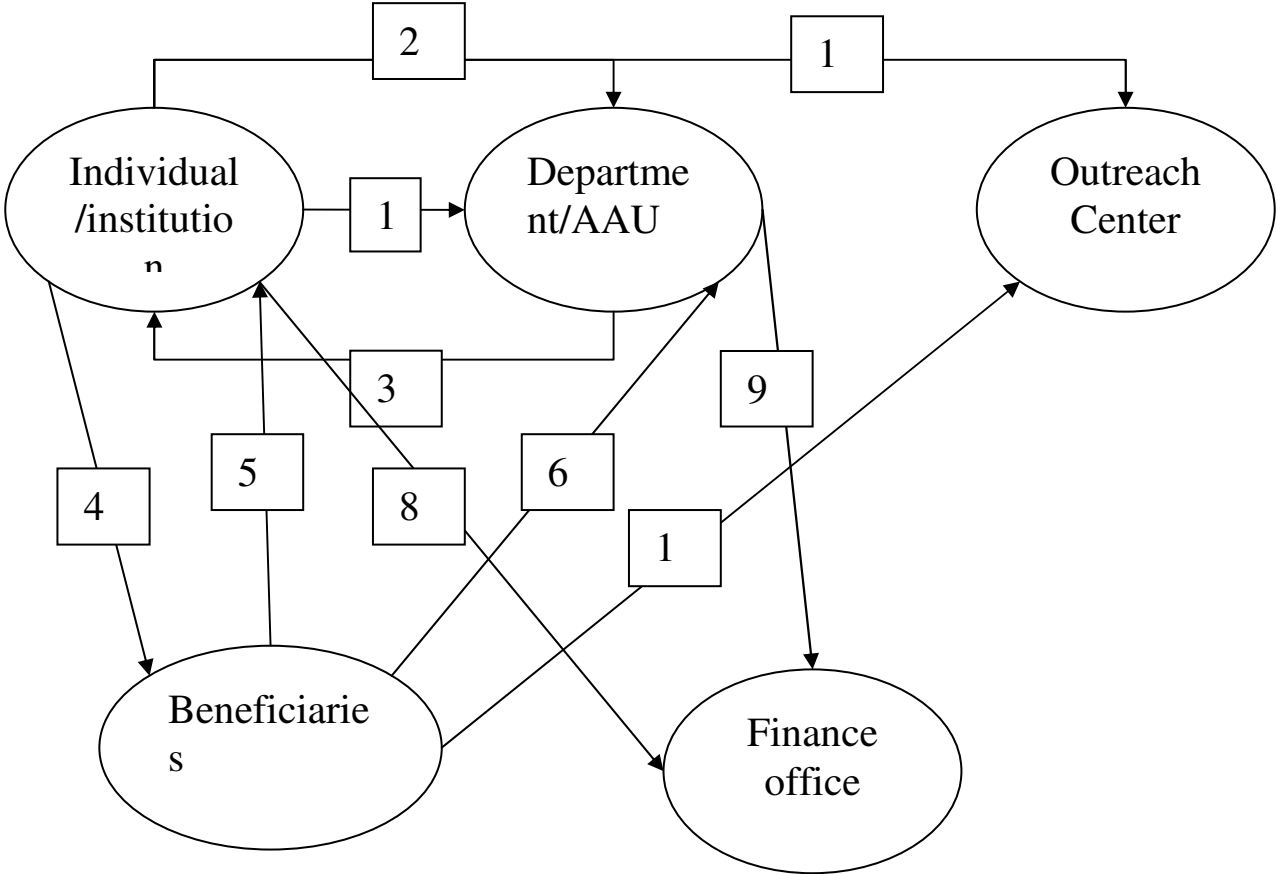
Training



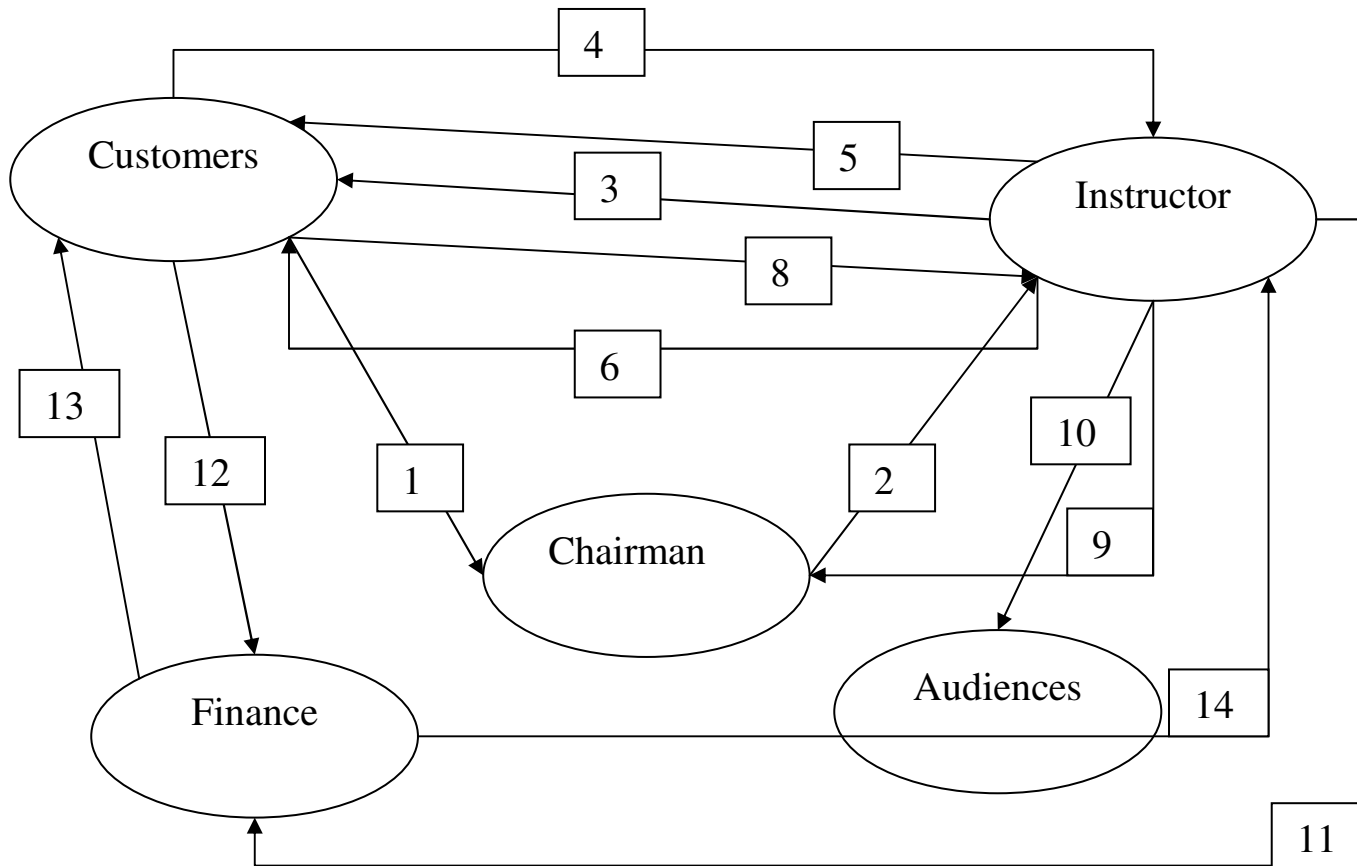


Consultancy

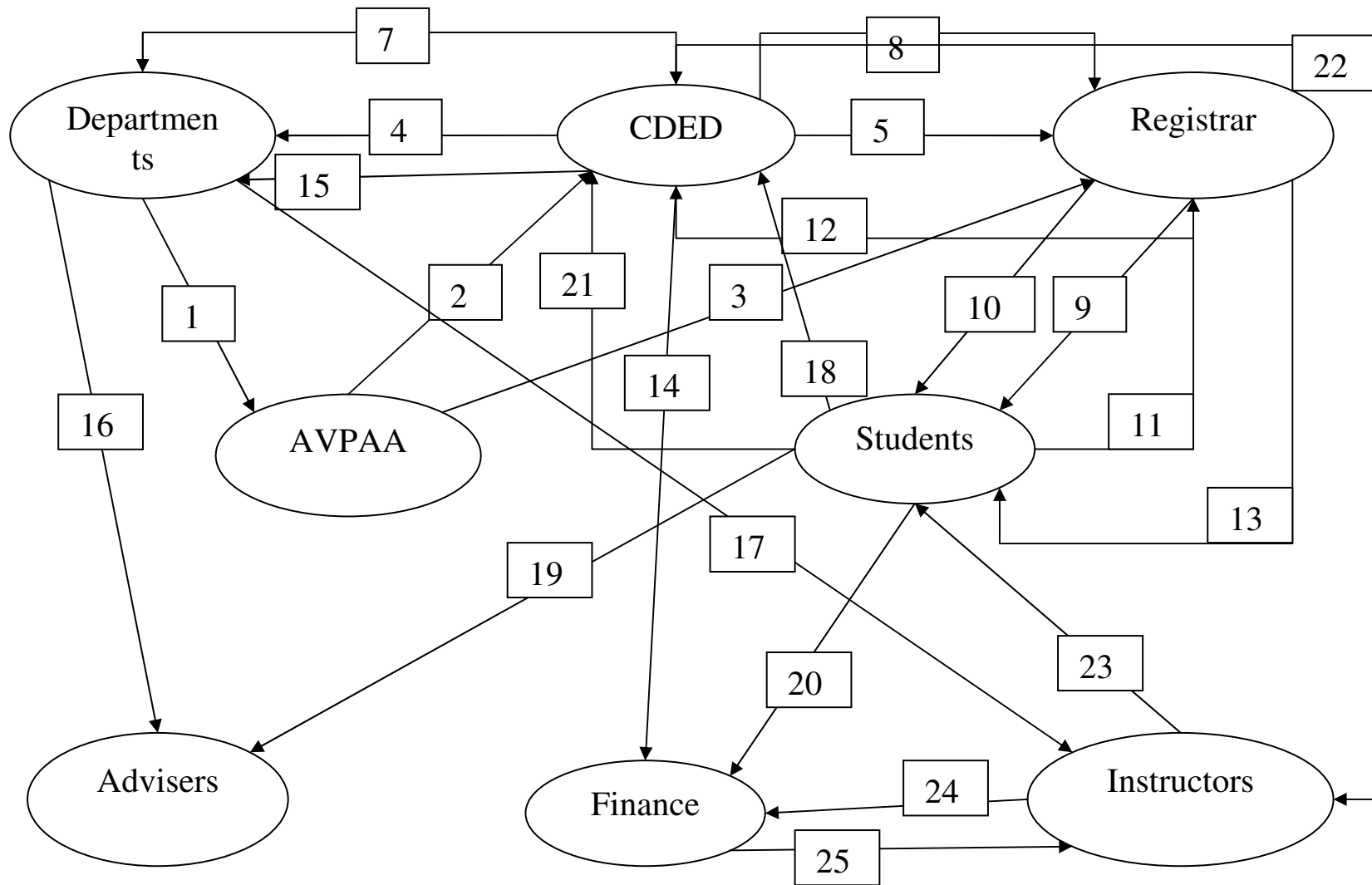
Outreach



Performance



Evening Program



Press Release

