



CONSTITUENCY DEVELOPMENT FUND BOARD (CDFB)

**FINAL REPORT
ON
JOB EVALUATION**

PRESENTED BY:

ELIUD & ASSOCIATES (E&A)

P.O. BOX 9483-00100

NAIROBI

TEL:020-2243623/2243625

MOBILE : 0711-649066/0733-766204

FAX : 2243633

Email: eliudowalo@gmail.com

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Submission cover

The main thrust of the Report is the development of job descriptions and specifications; grading of jobs in accordance with the job analysis and evaluation results; review of the organization structure; determination of optimal staffing levels; and development of a new salary structure in line with the newly-developed grading structure and the salary and benefits survey. The ideas generated in this Report and the professional points of views expressed are products of information methodologically analyzed and opinions professionally put. The Job Evaluation Report will help the Board to overcome difficulties in managing identified challenges in internal relativities and in maintaining an equitable and competitive pay structure.

The exercise has addressed grading issues logically and systematically and has produced a framework that reduces subjectivity. The Report; incorporating the views and concerns of the staff together with the analysis, interpretations and conclusions therein should, given CDFB's articulated vision, mission and corporate values; constitute one of the critical linchpins in transforming CDFB into a leading facilitator of national development to facilitate attainments of Kenya Vision 2030.

We highly commend the openness, keenness, and teamwork exhibited by the management and staff of CDF Board during the exercise and hope that these qualities will likewise be at play during the critical stages of implementing the recommendations, like adopting to new job descriptions, grades, organization structure and proposed salary structure.

Finally, we wish the Board every success in this major and strategic change initiative. We pledge our availability and should you need any assistance during the process of implementation we will be willing to provide technical support.



ELIUD OWALO
MANAGING CONSULTANT
ELIUD AND ASSOCIATES (E&A)

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ACRONYMS

CDF	Constituency Development Fund
CDFB	Constituency Development Fund Board
CEO	Chief Executive Officer
DA	District Accountant
DDO	District Development Officer
FM	Fund Manager
HND	Higher National Diploma
ICT	Information and Communication Technology
M&E	Monitoring and Evaluation
MPS	Members of Parliament
TOR	Terms of Reference

EXECUTIVE SUMMARY

1.0 Introduction

- 1.1 As part of the strategies for responding to the challenges it faces, the Constituency Development Fund Board (CDFB) commissioned the Job Evaluation exercise. The exercise was specifically aimed at enhancing efficiency and improving productivity by optimizing the utilization of its human resources.
- 1.2 The Board engaged Eliud & Associates(**E&A**) Management Consultants to carry out the assignment. The exercise involved carrying out job analysis; developing job descriptions and specifications; review of job titles; conducting job evaluation and developing ranking therefrom; review of organization structure; determination of optimal staffing levels; salary survey; and development of a new salary structure. The consultant held briefs with the management of CDFB in the initial stages with a view to developing a common understanding on the objectives and the processes it would take, and the expected outputs.

2.0 Job analysis, Descriptions and Specifications

- 2.1 The consultant developed a job analysis instrument which was used to systematically collect data on jobs in CDFB. A panel of analysts was selected by CDFB and trained by the consultant. Using the instrument and skills gained from the training, the analysts collected data on all the jobs. From this aspect of the exercise, raw data on the jobs were put together and made available for use in the other phases.
- 2.2 Draft job descriptions and specifications were developed from the data collected at the analysis stage. These were subsequently validated by the job evaluation panel. The Job Descriptions and specifications were later used as guiding documents in the evaluation process.

3.0 Job evaluation

- 3.1 A standard manual intended for use by the job evaluation panel was prepared by the consultant. This was adopted with some amendments. The manual was based on the Point Rating method. This method was adopted because it is analytical; predictive; more objective and, therefore deemed to be fair, applicable to all jobs and comparably simple.
- 3.2 In developing the manual, Six (6) compensable factors which are commonly applicable to all jobs were identified and defined. The factors agreed on were:
 - (a) Responsibility;
 - (b) Knowledge;
 - (c) Mental and Emotional Skills;
 - (d) Interpersonal Skills;
 - (e) Physical Skills; and

(f) Working Conditions.

3.3 Each of these factors was assigned a weight representing their relative importance to the business of CDFB. For the purpose of determining the relative worth of the jobs, each factor was sub-divided into sub-factors each of which was further divided into four levels; with level 1 being the lowest and level 4 the highest. Forty-Five (45) jobs were analyzed and evaluated using the manual.

3.4 Broad banding method was applied in determining the grading structure. A new grading structure (See Table 2) on page 14 is recommended for adoption.

4.0 Organizational Structure

The organizational structure of the Board was examined in line with its mandate, core business and operational circumstances. The current structure (fig.1) was also benchmarked with those of other Parastatal organizations to form the basis of review of the structure.

5.0 Optimal Staffing levels

In the course of the Job Analysis process, the establishment levels of the Board was examined. The current and future needs of the organization were also considered. The analysis which shows the optimum staffing level is given in Table 3.

6.0 Review of Salary and Benefits Structure

6.1 A survey was carried out to determine the suitability of both the current remuneration practices and the levels of salaries and benefits offered by the Board to its staff in comparison with the prevailing market rates. This was done to examine the extent of equity and competitiveness of the current remuneration practices of the Board. Twenty one (21) organizations were approached to provide information and 9 responded.

7.0 Observations and Recommendations

7.1 Job Descriptions and Specifications

From the data collected in the Job Analysis process, Job Descriptions and Specifications were developed. These were based on the unique experiences of the CDF Board as well as the general practices in the Kenyan Labour Market. The Job Descriptions and Specifications contained in Appendix II (provided in a separate volume) are recommended for adoption.

7.2 The grading structure:

The Job Evaluation process resulted in an overall comparative worth of each job in relations to other jobs in CDF Board. The value scored by each job determined its

ranking. Using the broad-banding approach, a grading structure was constructed. The Grading Structure in **Tables 2** is hereby recommended for adoption. The recommended Grading Structure has 8 Grades, where Grade 1 is for Executive; Grade 2 is for Chief Managers and Heads of Departments; Grade 3 – Senior Manager; Grade 4 – Middle Managers/ Officers; Grade 5 – professional/Technical Staff; Grade 6-Supervisory/Skilled Staff; Grade 7 – Semi-skilled staff; and Grade 8 – Support Staff.

7.3 Organizational Structure

It was observed that the structure of the CDF Board has been evolving over time. This has been a reflection of changes that the Board has been undergoing over the period of its existence. The review targeted a structure that would achieve the "best fit" for the Board and its operating circumstances. The following are recommended:

- i. A new organization structure in **Figure 2** as outlined in **chapter 4** should be adopted.
- ii. The roles and Functions of the Chief Manager, Programmes has been enriched to incorporate 'Deputizing for the Chief Executive Officer'.
- iii. The role of the Fund Manager, previously referred to as the Fund Account Manager has been enriched to include project management and co-ordination function which is very integral at the constituency level. This is necessitated by the need to effectively oversee the implementation of all CDF-sponsored projects in the constituency, and also to continuously monitor, evaluate and report on their performance. The Fund Manager will perform all administrative duties that were hitherto performed by the Fund Account Manager, and will be the AIE holder at the Constituency level, a function that is currently being performed by the District Development Officer (DDO), an employee of the Planning Ministry. He will also be the interface between the CDF Board Secretariat and all stakeholders at the Constituency level, including Members of Parliament and the local communities.
- iv. The Fund Manager will continue to perform all duties which are accounting in nature, at the Constituency level. This role will be imperative to give the CDFB secretariat the much-needed independence in financial operations at the constituency level. The Fund Manager will therefore not only be responsible for preparation of Budgets, financial reports and returns but will also be a mandatory signatory to all Cheques issued at the Constituency level, as opposed to the current practice where this role is performed by the District Accountant (DA), an employee of the Ministry of Finance.
- v. There is need to create a support function that will undertake all clerical duties and office support activities at the Constituency level. It is proposed that this function be performed by clerical officers in each constituency.

- vi. Upon thorough analysis of the programme function, it was realized that the structure of the Programmes department needed streamlining. The Programmes function has two key components i.e. Coordination; and Monitoring & Evaluation. This needed to be brought out clearly. The job of Regional Coordinator is also missing from the current structure yet it exists on the ground. The proposed structure has accommodated these needs.
- vii. In the process of Job Analysis, it was observed that the CDF Board is in the process of undertaking a computerization programme which will include networking of all its establishments nationwide. This will require proactive enhancement of both ICT infrastructure and software. The current structure is missing on specialized jobs like user support and systems administration. The proposed structure has therefore provided for these by creating the jobs of ICT Officer (User support) and ICT Officer (Systems Administration).
- viii. In the finance function, the current structure provides for two senior Accountants – one for constituencies and another one whose roles were not clearly spelt out. In streamlining this, the proposed structure has retained just one job of Senior Accountant.
- ix. The Procurement function is unique: In the current structure it is indicated that procurement reports to Chief Manager Financial Services. This can present a challenge in terms of internal controls for it will mean that the one who buys is the one who pays. Consequently, in the proposed structure, the Procurement function has been made to report to the Chief Executive Officer. This will make it conform to the statutory requirements in procurement.
- x. The structure of Human Resources management function was also considered. In the current structure, the two strategic components of HR function i.e HR Welfare and Administration (including salary administration) and HR Development are not coming out clearly. The proposed structure has delineated these roles to enable HR play its integral strategic responsibilities in the organization.
- xi. There is need for a Quality Assurance and Risk Management function within the CDFB. We propose that in this interim period, this function be performed by the Internal Audit function, leading to the creation of the position of Quality Assurance Manager. However, once the CDFB gains full control of all the operations at the constituency level where most risks and quality management issues are anticipated, then the function will need to be autonomous to enhance both its capacity and performance.
- xii. The current structure has a provision for deputy CEO/National Programme Officer. In the process of Job analysis, it was realized that with the position of Chief Manager Programmes, the deputy CEO/NPC will have very little to do. There was a heavy overlap in the responsibilities of the two jobs. It was also observed that many Parastatal organizations do not have the position of the Deputy CEO. In view of these observations, the job was dropped from the proposed organizational structure with recommendation that it be removed altogether.

- xiii. It is proposed that the Board creates the function of Corporate Planning and Strategy, to be headed by a Corporate Planning and Strategy Manager; and responsible for not only Strategic Planning but also development of work plans; performance management; including performance contracting; and research services.

7.4 *Staffing Levels*

Staffing Levels of the Board keep on changing due to the expanding needs occasioned by its mandate and diverse operational requirements. Consideration has been taken of the trends of the changes in staffing needs of the Board and the expected changes which are likely to take place in the immediate future such as computerization of its operations. The suggestions in staffing levels outlined in **Table 3** given in chapter 5 are aligned to the recommended organizational structure and the core business of CDFB.

In view of the above observations, it is recommended that the establishment levels depicted in **Table 3** be approved and necessary strategies be initiated to fill the gaps identified therein. Overall, the key recommendation in this area is the need to have a uniform structure at the constituency level to ensure uniformity in staffing practices at that level and also enhance service delivery. It is recommended that the post of Clerical Officer be created for each constituency to execute the support functions. Ten Regional Coordinators have also been proposed; one for each Province; save for Rift Valley and Eastern Provinces which will have two regional coordinators due to size and geographical dispersion. The post of Corporate Planning and Strategy Manager has been created within the Corporate Planning and Strategy function. Two positions for ICT Officer (User support) and ICT Officer (Systems Administration) have also been created in anticipation of the demands of the ongoing computerization programme. The mandate of the Internal Audit function has been enhanced to include Quality Assurance and Risk Management, leading to the subsequent creation of the position of Quality Assurance Manager to oversee the development of operational policies, systems and procedures and also manage corporate risk. The post of Legal Assistant has also been created to augment the efforts of the Legal Officer. The Accounting function needs to have more staff numbers to enable the Board effectively realize its Mandate. The net-effect is that CDFB is operating with staff strength below the optimum level; i.e. undercapacity of 296 staff.

7.5 *Salary and Benefits Structure*

The salary and benefits survey considered the centrality of remuneration practices in attracting, retention, motivation and performance of staff. The market practices were also examined for benchmarking purposes.

On the basis of what has emerged from the salary and benefits survey and the newly-developed Grading Structure; the salary and benefits structures contained in Tables 5 and 6 is recommended for adoption.

7.6 Harmonization of job titles

It was identified that some jobs had two types of problems:

- a) Jobs with ambiguous titles; and
- b) Jobs whose titles do not directly correspond with the responsibilities and tasks listed in the job descriptions.

The job evaluation panel in consultation with the consultant recommended changes in those job titles as contained in Table 7. Specifically; the Senior Manager Corporate and Legal Affairs should be renamed Senior Manager, Corporate Affairs and Communications; the Senior Manager, Programme(R) should be renamed Programme manager (M&E); the Senior Manager (PC) should be renamed Programme Manager (Coordination); the Accounts Assistant should be renamed Assistant Accountant; the Regional Auditor should be referred to as Internal Auditor; copy Typist should change to Secretary; Senior Copy Typist should become Executive Secretary; Principal Human Resources Officer should become Chief Manger, Human Resources and Administration; Clerical Officer should become Office Assistant; and the Fund Accounts Officer should be referred to as Fund Manager.

CHAPTER ONE

1.0 INTRODUCTION

1.1 *Background*

The Constituency Development Fund Board (CDFB) was established under section 5 (1) of the Constituency Development Fund Act 2003. It was established as the national administrative organ of the Constituency Development Fund (CDF) charged with the responsibility to, inter alia:

- (a) Ensure timely and efficient disbursement of funds to every constituency;
- (b) Ensure efficient management of the fund;
- (c) Receive and discuss annual reports and returns from the constituencies;
- (d) Receive and address complaints and disputes and take any appropriate action;
and
- (e) Consider project proposals submitted from various constituencies in accordance with the Act, approve for funding those project proposals that are consistent with the Act and send funds to the respective constituency Fund Accounts of the appropriate projects.

In playing these roles, the Board is the coordinating agency of other statutory organs of the Fund such as the District project Committees, Constituency Development Fund Committees and Project Management Committees. In addition to the administrative roles of coordinating other agencies, the Board has the responsibility of carrying out technical work, mainly dealing with project appraisal and evaluation and sound financial management practices; together with other attendant activities that support these core roles.

To play these roles, the CDF Board has evolved into an institution with segregated functions. As needs and challenges keep on emerging, the Board has been in constant review of its systems and structures in order to be an effective organization in responding to those needs and challenges. In its five year Strategic Plan (2010-2014), the Board has identified staff remuneration as one of the issues posing challenges to its effectiveness. Also identified in the Plan is the issue of overlapping of roles. In recognition that such challenges can have long-term implication on its performance and impact, the Board made a strategic decision to undertake the Job Evaluation exercise to address some of the institutional challenges identified during the Strategic Planning process.

1.2 **The Consultancy Objectives**

The broad objectives of the Job Evaluation exercise were:

- a) To provide a methodical and reliable approach for determining the comparative worth of Jobs within CDF Board;
- b) To classify Jobs according to their relative weight and degree of distinctiveness and on that basis formulate a transparent Ranking System;
- c) To provide the basis for a Systematic and Equitable Job Grading Structure for CDF Board; and
- d) To establish and maintain a Fair and Equitable Pay System according to the Grading of the positions.

1.3 **Terms of Reference (T.O.R)**

The CDF Board engaged Eliud and Associates (**E&A**) Management Consultants to facilitate the Job Evaluation process. In commissioning the exercise, the Board intended to streamline its human resources management systems, especially organizational design and staff remuneration in order to create a suitable environment for attracting and retaining high quality and competent human resources. The following therefore constituted the TOR for the assignment:

- a) Formulate a communication strategy for ensuring staff understand the purpose and scope of the Job Evaluation Consultancy exercise. It should also specify the role of staff in the exercise and how the results of the exercise will be communicated;
- b) Develop a comprehensive work-plan for the various phases of the Job Evaluation Consultancy exercise indicating resources, timeliness and deliverables;
- c) Establish a Project Steering Committee/Job Evaluation Panel (JEP), for steering the whole exercise. The JEP is to assist in determining the Rating instruments and the actual Job Evaluation process, including deciding the Benchmark Jobs, in consultation with the Consultant;
- d) Critically Analyze the current organizational structure with a view to examining the current Grading, Span of Control of key management positions, management to workers ratios, current Salary and Benefits Structure, identify areas where over-manning exists, revise Job Descriptions-where necessary, and develop a suitable Organogram/Staff Establishment Levels for the CDF BOARD;

- e) Design appropriate Job Analysis questionnaire and determine the Job holders to be interviewed, and also to formulate the procedures for administering the questionnaires;
- f) Conduct in-house training for identified Job Analysts who will in turn be involved in scoring of the Jobs, under the guidance of the Consultant;
- g) Review and update/produce comprehensive Job Descriptions and Specifications in a sound and precise format for use in the Job Evaluation exercise;
- h) Conduct a detailed Job Analysis of all the Jobs, with a view to updating the Job Descriptions and Specifications;
- i) Apply a suitable Job Evaluation system and evaluate all the Jobs within the current CDF BOARD establishment;
- j) Install a quality assurance system that ensures the Evaluation of all Jobs is conducted in a proper, consistent and equitable manner;
- k) Review the current Grading systems to determine its relevance to the Vision, Mission and Strategic Objectives, and come up with an appropriate Grading Structure;
- l) Conduct an appropriate Salary and Benefits Survey, ensuring that the comparators are organizations which are suitable for purposes of Benchmarking with the CDF Board;
- m) Recommend appropriate Remuneration levels (Salaries, Bonuses and allowances) for the various categories of Jobs in the CDF Board to ensure internal equity and external competitiveness;
- n) Analyze current Staffing levels in order to determine the optimum establishment levels/workforce numbers;
- o) Ensure Skills Transfer/Capacity Building so that there is adequate Capacity within CDF Board to conduct similar assignments in future;
- p) Developing an implementation strategy that will be used to drive the Change process towards the desired Strategic direction;
- q) Formulate appropriate Recommendations;
- r) Prepare an Action Plan for the implementation of the identified recommendations; and
- s) Offer Follow- up service to ensure successful Implementation.

CHAPTER TWO

2.0 APPROACH AND METHODOLOGY

In order to achieve the objectives stated above, the job evaluation process had to meet certain standard criteria: First, the exercise had to be as objective as possible. This demanded that the jobs be evaluated "as is" notwithstanding the current occupants. This criterion also demands that the evaluators be alert about and avoid as much as possible, any extraneous issues. To meet these requirements, the evaluation demanded that tools such as the manual and the job descriptions had to be as explicit as possible. Second, the evaluation had to be participatory. This was important to ensure ownership of the process and its result by the CDF Board. Third, the evaluation exercise had to be comprehensive. This was achieved through intensive consultations with all those concerned as well as holding lengthy discussions with the team carrying out the assignment. Fourth, the evaluation exercise had to be well understood, especially by those involved in the exercise. Finally, job evaluation needed to be sufficiently analytical. Although it is not a scientific process, job evaluation has to be systematic and analytical, taking into consideration the circumstances of every job in relation to other jobs in the organization and the nature of the business of the CDF Board. In fulfillment of the above criteria, the consulting team carried out the following tasks:

2.1 *Management Briefings*

It was important that the Consultant and Management of CDFB developed a common understanding of the objectives of the exercise and clarify expectations from each side. The Consultants therefore made several consultations with the top management of the Board at the very beginning. The consultations focused on:

- (a) Purposes of job analysis and evaluation;
- (b) Details of the procedures to be followed; including the work plan and the timeframe;
- (c) Expected outputs of the exercise;
- (d) The modalities of establishing a Job Evaluation Panel and their role; and
- (e) Clarification of various roles and the human requirements of each job.

2.2 *Selection of Job Evaluation Panel*

Following an initial presentation made by the consultant to the management and subsequent consultations, a Job Evaluation Panel comprising management staff of the Board was constituted. This was a cross-functional team. It was necessary that each functional area of the Board be represented in this team. Each member was expected to have reasonable understanding of the jobs from the functions he/she represented in order to be able to assist the rest of the Panel in understanding aspects of each job in the process of evaluation. Details of the Job Evaluation Panel members are attached as **APPENDIX III**.

2.3 Training of the Job Evaluation Panel

To enable the Panel develop understanding of the evaluation structure and process and have basic skills for carrying out the exercise, the Consultant carried out an evaluation training for the Job Evaluation Panel. The training that took place at the Kenya School of Law from 17th to 19th March, 2010 covered the following areas:

- (a) Purpose and objectives of job evaluation;
- (b) Key principles of job evaluation;
- (c) Developing job evaluation instrument;
- (d) How to carry out scoring; and
- (e) The Job evaluation process;

The Panel thereafter reviewed the job analysis questionnaires and the Job Evaluation Instrument. This was done for the purpose of testing the suitability of the instruments and the Panel's understanding of the structure and process. In this process, both the Job Analysis Questionnaire and the Job Evaluation Instrument were customized to reflect the needs and reality of the CDFB and thus make them relevant and applicable.

2.4 Development of Job Evaluation Manual

2.4.1 Preparation of the Tools

A job evaluation tool is necessary to set the parameters for objective rating of jobs as well as guiding the Panel in what to consider while evaluating jobs. The Consultant developed a standard manual which took into consideration the operational circumstances of the CDF Board. The draft job evaluation manual prepared by the Consultant was presented to the Job Evaluation Panel for review, validation and adoption. After intensive discussion, the panel suggested and adopted some amendments to the draft manual. The consultant then reviewed the draft manual on the basis of suggestions made by the team. In the course of this, the compensable factors were selected and defined to reflect the reality of CDFB. Each factor was further broken down into sub-factors and, subsequently, four levels. Six compensable factors, namely, Responsibility; Knowledge; Mental skills; Interpersonal Skills; Physical Skills and Working Condition, were adopted. The factors were further divided into thirty-one sub-factors and each sub-factor was split into four levels each with a definition to guide the scoring. The levels were based on noticeable differences so that any evaluator could easily understand the system. The Team took into consideration the circumstances and needs of the Board in selecting and defining the factors. The

output of this process (The Job Evaluation Manual) is attached as **APPENDIX IV**. Together with the manual, a scoring tool that summarized the manual was prepared and used in scoring the jobs. This is attached to this report as **APPENDIX V**.

2.4.2 Selection of the Job Evaluation Method

There are many schemes or methods of carrying out job evaluation. In order to suit the special circumstances of the CDFB, the method to be used had to meet the criteria spelt out below:

- **Analytical:** The method selected needed to have an in-built capacity for systematic and objective quantification of the assessment of the job in order to arrive at its comparable value;
- **Predictive:** The most suitable method was one which had a high probability that different evaluators using the same instrument would arrive at the same results and draw similar conclusions;
- **Prima Facie Fairness:** This criterion demanded that the method selected was seen to be objective in its application in order that the evaluation process was able to achieve internal equity;
- **Consistency:** The method selected had to have an in-built capacity for consistency in applying it by the evaluators. It ought not to have given room for inconsistent rating of different jobs;
- **Multivariant:** The method chosen had to be suitable for all job categories due to vertical (**range of job factors**) and horizontal (**ranking scale for each job factor**) elasticity; and
- **Simplicity:** The method selected had to have an inherent simplicity in computing evaluation results (Scores).

The following methods are usually applied in conducting Job Evaluation in different circumstances:

- (a) Job Ranking;
- (b) Paired Comparison;
- (c) Job Classification;
- (d) Factor Comparison;
- (e) The Hay-MSL;
- (f) Competency/Skills grading; and
- (g) Point Rating.

Taking into consideration the circumstances of the CDFB, the consultant recommended the Point Rating method as the most suitable. This is because the point rating method involves breaking a job into factors and levels, making it possible to analyze various elements of a job that makes it equal to, or different from, other jobs. This recommendation was adopted and applied in evaluating the jobs in CDFB.

2.4.3 Reasons for Selecting the Point Rating Method

Based on the above reasoning, the Point Rating Method was selected as being the most suitable for evaluation of the jobs at CDFB. This was due to three factors, namely: -

- (a) Technical and analytical soundness;
- (b) Capability in measuring the depth and breadth of job demands; and
- (c) Popularity in organizations with a variety of activities like CDFB.

The Point Rating method is actually the most applied method for Job Evaluation the world over.

2.5 Developing a Grading Structure

The evaluation process produced aggregate scores for each job. Factor weights were loaded to the score to give ultimate scores. The ultimate scores were sorted using a spreadsheet to indicate the emerging values of the jobs from the highest to the lowest. Using a broad-banding method, the grading structure was developed as indicated in **Table 2**.

2.6 Review of the Organizational Structure

The current structure of the organization was subjected to scrutiny based on the mandate of the CDF Board; functional analysis; and the Board's prevailing operational realities. The study included a benchmarking process which compared the structure of the Board with those of other similar organizations. From this process, a proposal to modify the structure has been given in **Figure 2**.

2.7 Determination of Optimum Staffing Levels

The current and future operational needs of the Board were examined in order to determine the optimum staffing levels. This was done also in light of the current establishment. Details are provided in Chapter 5 with the analysis provided in Table 3.

2.8 Developing a Salary Structure

The current remuneration practices of the Board were examined to determine the extent to which they are internally equitable and externally competitive. This was done in consideration of the fact that remuneration practices are crucial in enabling attracting and retention of qualified and competent staff. A salary and benefits survey was carried out to compare and benchmark the Board's remuneration levels with those of similar organizations. Details of this process are found in Chapter Six.

CHAPTER THREE

3.0 THE JOB ANALYSIS AND EVALUATION

3.1 *Job Analysis*

Job analysis is an essential preliminary stage of an evaluation exercise. This is a process of systematically collecting data on jobs. Information so collected is then used in developing job descriptions and specifications. During the job analysis exercise for CDFB, the following key steps were taken:

- (a) Designing of a job analysis questionnaire for data collection;
- (b) Briefing of management on the structure, contents and process of administering the job analysis tool;
- (c) Training of analysts in using the tool to collect data;
- (d) Validation of the data by countersigning the analysis forms by the managers or supervisors;
- (e) Using the data to develop job descriptions and job specifications; and
- (f) Validation of the job descriptions to make them clear, detailed and focused.

Output of this task

Information on existing and proposed jobs in CDFB was captured and analyzed accordingly to bring out the key roles, responsibilities and circumstances of each job; basic requirements for successful performance and the level of interactions between the job and internal as well as external parties. The Job analysis questionnaire is attached as **APPENDIX I**.

3.2 *Development of Job Descriptions and Specifications*

Out of the information obtained from the Job Analysis, Job Descriptions and Job Specifications were developed. This is a document that gives a clear view of the job in terms of:

- (a) Job title;
- (b) Job purpose;
- (c) Reporting relationships;
- (d) Department/division/unit where the job is located;
- (e) Supervisory responsibility, if any;
- (f) Key responsibilities or key result areas that spell out the contributions of the job to the core mandate of the Board;
- (g) Internal and external contacts;
- (h) Job specifications spelling out the basic or minimum requirements that a job holder needs to possess to be able to perform successfully on the job. This was defined in terms of knowledge, skills and experience required by the job.

Output derived from this exercise:

All jobs in CDFB were defined and job descriptions and specifications prepared. This output was significant both for the job evaluation exercise and performance management in future. For the job evaluation, job descriptions and specifications provided information which formed the basis of scoring different factors in the jobs. The document will also be useful in performance management since it spells out different elements that define the criteria for measuring performance. Job descriptions and specifications developed will therefore be useful tools in carrying out performance review and identification of training needs. The Job Descriptions are attached as **APPENDIX II**.

3.3 Selection of the Job Evaluation Method

The Point Rating method focuses on factors. Factors are thus the main characteristics which are common to the range of evaluated jobs but are present at different degrees in the jobs; which in this case was between 1-4 with 1 being the lowest and 4 the highest.

In the Point Rating Method, specific job demand factors were chosen such as responsibility; knowledge; mental and emotional skills; etc. Each specific factor was then analyzed into sub-factors and the sub-factors into levels. Each level had a value used for scoring the jobs. By analyzing each factor, it was possible to identify to every fine limit the contribution of either the factors or elements. Once the factor levels were developed, each level was given a point depending on its importance in the job. Each of the factors were weighed by assigning a number of points to it reflecting its importance in the job performance. Once the job demand factors and elements were defined and point assigned, the job had then been evaluated. The factors were used for assessing relative value of jobs. A summary definition of the factors is given here below:

3.3.1 Responsibility

The extent to which the job holder has responsibility for assets, records, information, financial resources and for directing and controlling staff.

This factor consisted of the following sub-factors:

- Accountability;
- Decision making;
- Effects of error;
- Independence of work;
- Judgment;
- Responsibility for Financial Resources;
- Responsibility for physical resources;

- Responsibility for information, records and reports;
- Responsibility for staff safety;
- Responsibility for supervision of others;
- Supervision received; and
- Work pressure.

3.3.2 Knowledge

The amount of knowledge and experience required by the job holder, without which the work cannot be carried out.

This factor was divided into the following sub-factors:

- Education;
- Relevant work experience;
- Creativity;
- Complexity of work;
- Know-how; and
- Planning and coordination.

3.3.3 Mental and Emotional Skills

The requirement to comprehend, evaluate and make judgments, to absorb information, and to carry out analysis.

This factor was further divided into the following sub-factors:

- Accuracy;
- Analytical skills;
- Initiative;
- Mental and emotional effort; and
- Problem-solving.

3.3.4 Interpersonal Skills

The extent to which the job requires the competency to manage relationships in the work environment and use of clear oral and written communication in the interpretation and expression of information or opinion to others. This factor also assesses the extent to which the job holder has the skills to manage the unspoken issues of other employees.

This factor was further divided into the following sub-factors:

- Social skills;
- Internal contacts; and
- External contacts;

3.3.5 Physical Skills

The level of precision and control required in the co-ordinate use of the limbs with one or more of the senses, involving physical strength and stamina.

This factor was further divided into the following sub-factors:

- Range of skills;
- Dexterity; and
- Physical effort.

3.3.6 Working Conditions

The extent to which the job demands working in fumes, dust, dirt, vibration, and noise or physically restricting conditions. It also assesses the extent to which the job requires the job holder to work irregular or abnormal hours. This factor also examines the extent to which the jobholder is exposed to physical, mental and emotional hazards inherent in the job environment.

3.4 Determination of Factor Weighting

For the purpose of awarding ultimate value to every job, each of the factors was assigned a **weight** that reflects the level of its importance to the business of the Board. Each factor was awarded a percentage as its weight.

It is a basic assumption in Job Evaluation that all jobs to be evaluated require all the factors. Knowledge; for example, exists both in the job of a Clerk and that of the Chief Executive Officer. The difference between the jobs is determined by the degree to which one factor exists in a job compared to other jobs. To bring out these differentials, each factor was sub-divided into sub-factors and, subsequently, into levels, representing the degree to which a job possesses that factor. Each level was given explicit definition to be used in determining the degree to which a job would fit into a factor. Table 1 below shows the distribution of weights to the six (6) factors.

TABLE 1: WEIGHTS AWARDED TO THE FACTORS

	FACTOR	% AGE
1	<i>Responsibility</i>	30
2	<i>Knowledge</i>	15
3	<i>Mental and Emotional Skills</i>	20
4	<i>Interpersonal Skills</i>	20
5	<i>Physical Skills</i>	10
6	<i>Working Conditions</i>	5
	TOTAL	100

3.5 Facilitation of Job Evaluation Process

The primary objective of this stage was to undertake an objective and comprehensive evaluation of jobs and determine the relative worth of each job in the CDF Board for grading purpose. The evaluation process was conducted by examining the job descriptions and specifications against the Job Evaluation manual

for scoring purposes. A score for each factor was arrived at by a process of consensus, considering the elements of the job that relate to that factor.

To arrive at the final score, the score awarded to a job on each factor was multiplied by the weight assigned to that factor. The result was then aggregated in respect of all factors. The aggregate of each job was then compared with those of other jobs in order to determine the relative worth of the job as compared to the other jobs. All the ratings were recorded in a Microsoft Excel spreadsheet document and subsequently sorted to give a run-down from the highest to the lowest score. This was done to give a quick comparison between the jobs. This also facilitated a "helicopter view" that involved analyzing the justification of the position of each score. A total of 48 jobs were evaluated by the panel (**See list in Appendix VII**).

3.6 Grading Structure

3.6.1 The Basis of constructing a Grading Structure

On the evaluation scale, the highest score was **2,155** and the lowest **700**. To develop a grading structure, a number of levels deemed reasonable for suitable distribution of the jobs are determined by a rule of the thumb, taking into account what would be most suitable number of grades in the structure. Considering the circumstances and set-up of CDFB, as well as the general practice adopted by most of organizations operating at the same level of the Board, the Consultant has developed a grading structure **with eight (8) bands** for consideration. The trend in the world today for organizations that seek to attain efficiency and excellence is to have shorter and flat organization structures. This was considered in determining the ideal number of grades. The number **8** was used to divide the difference between the highest score (**2,155**) and the lowest score (**700**) to evenly spread it among the suggested grades to produce a constant figure that constitutes a band. That constant figure was then used to calculate the minimum and the maximum score in each band. The principle and procedure explained above is elucidated by the formula given below:

3.6.2 Banding Formula For 8 grades

The following formula has been applied to determine the difference in scores used to demarcate bands (grades).

Maximum earned Score = **2,155**

Minimum earned Score = **700**

Proposed number of grades = **8**

$$\frac{\text{Maximum earned score (2,155)} - \text{Minimum earned score (700)}}{\text{Proposed number of grades (8)}} \\ = \mathbf{181.87 \text{ (Rounded up to 182)}}$$

This figure 182 is then applied uniformly to develop bands that constitute grades.

The ultimate result of this is the grading structure found in Tables 2 below. The details of how jobs scored are contained in **Appendix VI**.

3.6.3 Effects of evaluation

The evaluation is translated in the grading depicted in Table 2 below. The Table also provides some details in terms of definition of grades and the general responsibility levels.

Table 2: Categories of Grades

NEW GRADE	GRADE CATEGORY	GRADE DEFINITIONS	EVALUATION POINTS SPAN	NUMBER OF JOBS IN GRADE
1	Executive	<ul style="list-style-type: none"> • Strategic leadership of the organization; • Effective implementation of the strategies of the organization in accordance with the provision of the CDF Act; • Oversight of the implementation of the policy decisions formulated by the CDF Board; and • Coordination of performance of key departments of the CDF Board. 	1971-2155	1
2	Chief Managers/ Heads of Department	<ul style="list-style-type: none"> • Performance or control of work of significant complexity or importance requiring regular non routine decisions, using initiative and judgment, and assistance in the development of policy changes; • Implementation of policy decisions; and • Coordination of departmental performance. 	1798-1970	5
3	Senior Managers	<ul style="list-style-type: none"> • Professional or specialized 	1615-1797	4

		<p>knowledge beyond the intermediate level examination of an appropriate professional institute;</p> <ul style="list-style-type: none"> • Performance or control of work of wide complexity including non-routine decisions and regular use of judgment and initiative within determined policy; • Management of sufficient number of staff; and • Coordination of sectional performance. 		
4	Middle Managers/Officers	<ul style="list-style-type: none"> • Qualified professionals with a thorough Knowledge of a technical or specialized area; • Responsible for coordination of programmes or specialized activities; and • Implementation of management decisions made at higher levels. 	1432-1614	7
5	Professional/Technical staff	<ul style="list-style-type: none"> • Basic level manager within a specialized or technical qualification from an appropriate management or technical institute; • Technical or professional operations at intermediate level; • Performance or control of complex work, involving judgment and initiative; and • Supervision requiring leadership, guidance on work procedures, training of others and motivation. 	1259-1431	16

6	Supervisory/Skilled Staff	<ul style="list-style-type: none"> • Technical or specialist knowledge at a basic level applied where the occasional use of discretion and initiative is necessary; and • Work supervision normally of up to lower grade staff. 	1066-1248	5
7	Semi-Skilled Staff	<ul style="list-style-type: none"> • Duties generally standardized with regular control, with little scope for initiative to be developed; and • Routines may vary but are closely controlled by supervisors or by self checking procedures. 	883-1065	6
8	Support staff	<ul style="list-style-type: none"> • Jobs that require little or no previous work experience, and are simple enough to require very limited training; and • Duties consist of standard routines following well- defined rules and less closely controlled. 	700-882	3

CHAPTER FOUR

4.0 REVIEW OF THE ORGANIZATIONAL STRUCTURE

4.1 Need for an Effective Structure

The CDFB has been evolving as an institution. It started with a basic structure and then in 2009, the Board obtained approval for a revised organizational structure (**Figure 1**). It was felt that the latter needed to be re-fined further through the job Evaluation exercise. In the process of consultation with the officers of the Board, there was a feeling that in view of its mandate, the Board requires clear levels of responsibilities, enhanced level of teamwork and faster information flow to be able to deliver quality service to the satisfaction of its diverse stakeholders. It was observed that an organization structure is a key determinant of team environment for it depicts levels of authority and interactions and the form of relationship that exists in the organization. Against this background, the consultant carried out a study of the approved structures in light of its current realities and future needs and challenges.

The review of the organizational structure was done on the basis of the fact that the quality of any organization's structure will have a significant impact on achievement of its objectives. In cases where the structure is poor, the following problems are usually manifested:

- a) Poor quality of decision-making characterized by inordinate delays, segmentation of efforts and overloading of some individuals or personnel due to insufficient delegation;
- b) Lack of coordination leading to personnel acting at cross-purposes;
- c) Inability to respond effectively to changing circumstances. The institution tends thereby to be more re-active rather than pro-active; and
- d) Depressed staff motivation and morale. Employees tend to be demoralized in such circumstances as they get subjected to competing pressures from different parts of the institution and feel overloaded with work due to inadequate support systems.

4.2 Current and proposed Organizational Structures

The existing organizational structure adopted in 2009 appears to be top-heavy. However, considering the nature of the operations of the CDF Board, the need for routine jobs of lower cadres is minimal. The organization tends to be flatter in nature with professional and technical jobs constituting the most needs. The review also took into consideration the fact that the Board is in the process of a computerization programme which will involve networking all its branches. This will tend to reduce significantly the need for lower level routine jobs and a greater emphasis will be placed on the need for professional/technical jobs. The primary purpose of reviewing the existing structure is to align it to the result of the Job Evaluation. In the process of this, the following observations were made:

- 4.2.1 Although the structure is flat in nature, the number of grades **(1-13)** makes it appear very tall. At the lower levels the grades are just clustered **(6/7/8 and 9-13)** without drawing a clear distinction between jobs falling in those grades. The Job Evaluation process took into account the professional nature of the operations of CDF Board and reorganized the grades according to the result of the process.
- 4.2.2 The roles and responsibilities of the Chief Manager, Programmes has been enriched to incorporate 'Deputizing for the Chief Executive Officer'.
- 4.2.3 The role of the Fund Manager, previously referred to as the Fund Account Manager has been enriched to include project management and co-ordination function which is very integral at the constituency level. This is necessitated by the need to effectively oversee the implementation of all CDF-sponsored projects in the constituency, and also to continuously monitor, evaluate and report on their performance. The Fund Manager will perform all administrative duties that were hitherto performed by the Fund Account Manager, and will be the AIE holder at the Constituency level, a function that is currently being performed by the District Development Officer (DDO), an employee of the Planning Ministry. He will also be the interface between the CDF Board Secretariat and all stakeholders at the Constituency level, including Members of Parliament and the local communities.
- 4.2.4 The Fund Account Manager will continue to perform all duties which are accounting in nature at the Constituency level. This role will be imperative to give the CDFB secretariat the much-needed independence in financial operations at the constituency level. The Fund Manager will therefore not only be responsible for preparation of Budgets, financial reports and returns but will also be a mandatory signatory to all Cheques issued at the Constituency level, as opposed to the current practice where this role is performed by the District Accountant (DA), an employee of the Ministry of Finance.
- 4.2.5 There is need to create a support function that will undertake all clerical duties and office support activities at the Constituency level. It is proposed that this function be performed by clerical officers in each constituency.
- 4.2.6 Upon thorough analysis of the programme function, it was realized that the structure of the Programmes department needed streamlining. The Programmes function has two key components i.e. Coordination; and Monitoring & Evaluation. This needed to be brought out clearly. The job of Regional Coordinator is also missing from the current structure yet it exists on the ground. The proposed structure has accommodated these needs.
- 4.2.7 In the process of Job Analysis, it was observed that the CDF Board is in the process of undertaking a computerization programme which will include networking of all its establishments nationwide. This will require proactive enhancement of both ICT infrastructure and software. The current structure is missing on specialized jobs like user support and systems administration. The proposed structure has therefore

provided for these by creating jobs of ICT Officer (User support) and ICT Officer (Systems Administration).

- 4.2.8 In the finance function, the current structure provides for two senior Accountants – one for constituencies and another one whose roles were not clearly spelt out. In streamlining this, the proposed structure has retained just one job of Senior Accountant.
- 4.2.9 The Procurement function is unique: In the current structure it is indicated that procurement reports to Chief Manager Financial Services. This can present a challenge in terms of internal controls for it will mean that the one who buys is also the one who pays. Consequently, in the proposed structure, the Procurement function has been made to report to the Chief Executive Officer. This will make it conform to the statutory requirements in procurement.
- 4.2.10 The structure of Human Resources management function was also considered. In the current structure, the two strategic components of HR function i.e HR Welfare and Administration (including salary administration) and HR Development are not coming out clearly. The proposed structure has delineated these roles to enable HR play its integral strategic responsibilities in the organization.
- 4.9.11 There is need for a Quality Assurance and Risk Management function within the CDFB. We propose that in this interim period, this function be performed by the Internal Audit function, leading to the creation of the position of Quality Assurance Manager. However, once the CDFB gains full control of all the operations at the constituency level where most risks and quality management issues are anticipated, then the function will need to be autonomous to enhance both its capacity and performance.
- 4.9.12 The current structure has a provision for deputy CEO/National Programme Officer. In the process of Job analysis, it was realized that with the position of Chief Manager Programmes, the deputy CEO/NPC will have very little to do. There was a heavy overlap in the responsibilities of the two jobs. It was also observed that many Parastatal organizations do not have the position of the Deputy CEO. In view of these observations, the job was dropped from the proposed organizational structure with recommendation that it be removed altogether.
- 4.9.13 It is proposed that the Board creates the function of Corporate Planning and Strategy, to be headed by a Corporate Planning and Strategy Manager; and responsible for not only Strategic Planning but also development of work plans; performance management; including performance contracting; and research services.

Figure 1: Current Approved Organizational Structure

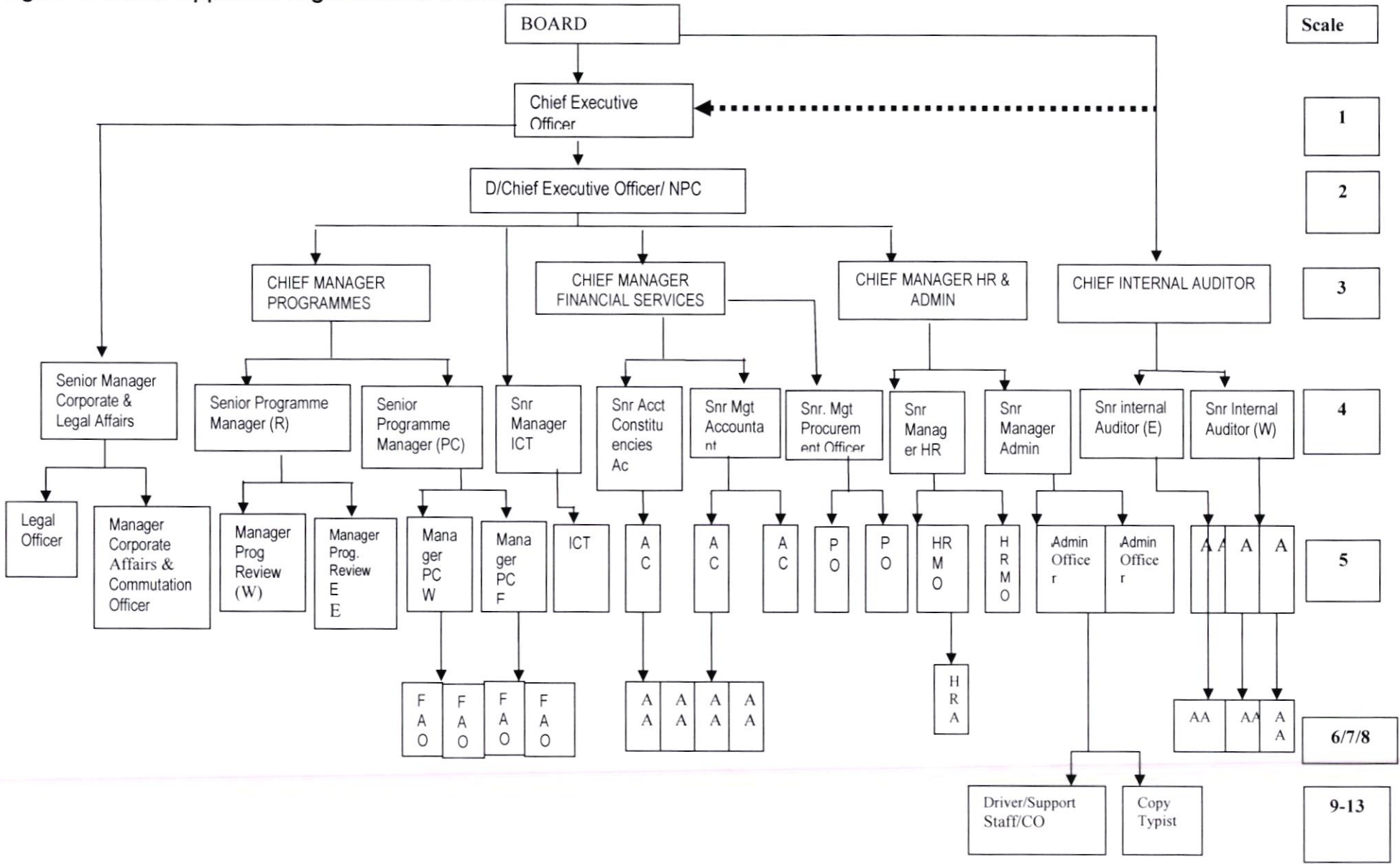
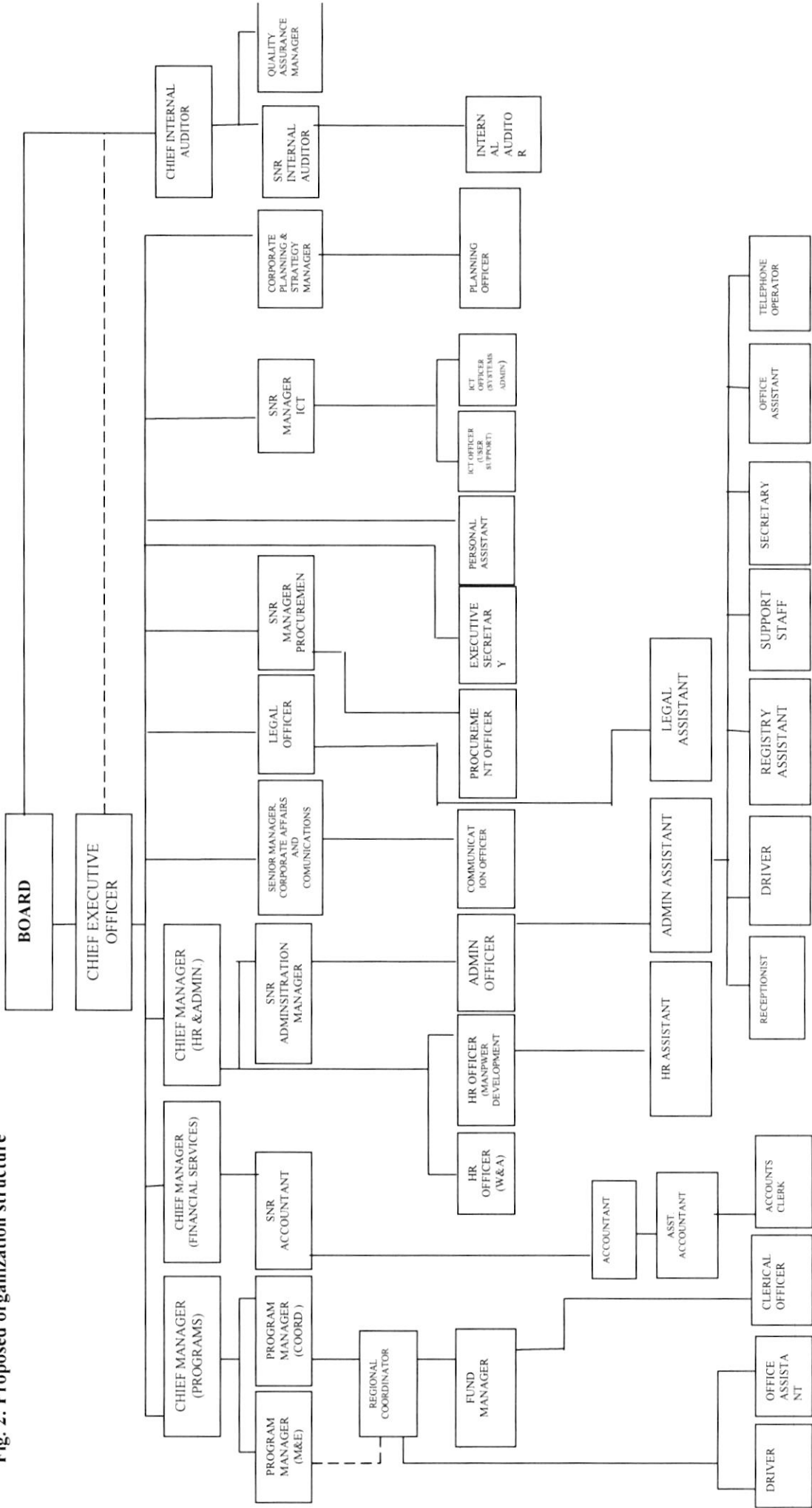


Fig. 2: Proposed organization structure



CHAPTER FIVE

5.0 DETERMINATION OF OPTIMUM STAFFING LEVELS

One of the challenges of staffing in any organization today is to have a balance between the numbers and quality. The numbers employed must be matched by quality which is translated into effective service delivery. Where the numbers are bigger than required, the situation causes constraint in resource utilization. Where the numbers are too limited, the constraint is experienced in the service delivery. It is against this background that the Consultant carried out a study on the establishment of the Board. Consideration was given to the current and the immediate future needs of the Board; and based on a comprehensive functional analysis.

Based on the organizational structure proposed in figure 2 above, the consultant reviewed the desirable staffing strength of the Board and arrived at desirable staffing levels as shown in the first column of Table 3 below. This was compared with the current strength. It was found necessary to have a uniform structure at the constituency level for purposes of ensuring uniformity in staffing practices at the grassroots level and strengthening service delivery by facilitating direct employment and control of staff at the constituency offices by the CDFB Secretariat. There is also need for independence in financial operations at the constituency level. This has therefore necessitated the creation of the post of Clerical Officer for each constituency, and Regional Co-ordinator to oversee the CDFB operations in all Counties within the Provinces. The posts of Corporate Planning and Strategy Manager and Planning Officer are proposed within the Corporate Planning and Strategy function. The mandate of the Internal Audit function has been enhanced to include Quality Assurance and Risk Management, leading to the subsequent creation of the position of Quality Assurance Manager to handle the development and adherence to operational policies, systems and procedures, as well as risk management. The post of Legal Assistant has also been created to augment the efforts of the Legal Officer. The Accounting function needs to have more staff numbers to enable the Board effectively realize its Mandate. The net-result is that CDF Board Secretariat is currently operating with staff strength below the optimum level; i.e. undercapacity of 296 staff.

TABLE 3: OPTIMAL STAFF LEVELS

Designation	Proposed Establishment	Current Staff strength	Variance Over (+) under est (-)
Chief Executive Officer	1	1	0
Chief Manager Programmes	1	0	-1
Legal Officer	1	1	0
Legal Assistant	1	0	-1
Senior Manager, Corporate Affairs & Communications	1	0	-1
Personal Assistant to CEO	1	0	-1
Executive Secretary	1	0	-1

Designation	Proposed Establishment	Current Staff strength	Variance Over (+) under est (-)
Chief Internal Auditor	1	1	0
Senior Internal Auditor	2	0	-2
Internal Auditor	24	12	-12
Programme Manager (M & E)	1	0	-1
Programme Manager (Coordination)	1	0	-1
Corporate Planning and Strategy Manager	1	0	-1
Regional Coordinator	10	1	-9
Fund Manager	210	204	-6
Chief Manager Financial Services	1	0	-1
Senior Accountant,	1	1	0
Accountant	2	1	-1
Assistant Accountant	4	1	-3
Senior Manager, Procurement	1	1	0
Planning Officer	1	0	-1
Quality Assurance Manager	1	0	-1
Procurement Officer I	1	0	-1
Procurement Assistant	0	1	1
Senior Manager , ICT	1	0	-1
ICT Officer-Systems Administration	1	0	-1
ICT Officer-User Support	1	0	-1
Chief Manager, Human Resource & Administration	1	0	-1
Senior Manager Administration	1	0	1
Human Resource Management Officer	2	1	-1
Administration Officer	2	0	-2
Registry Assistant	2	1	-1
Driver	23	11	-12
Clerical Officer	214	3	-211
Secretary	2	0	-2
Office Assistant	14	0	-14
Receptionist	1	0	-1
Support Staff	3	0	-3
Total	537	241	-296

CHAPTER SIX

6.0 DEVELOPING A SALARY STRUCTURE

6.1 The Salary and Benefits Survey Process

CDFB currently has a system for remunerating staff which is substantially derived from the Civil Service. This is due to the fact that most of the employees at senior positions have been drawn from the Government. The Board is in C class of Parastatals. What is emerging over time is that disparities seem to be developing in the remuneration practices. An employee who is recruited direct from the labour market may want to negotiate his/her package, while those drawn direct from the Government are transferred with their terms remaining the same. This tends to distort salary scales and makes salary administration complicated. Moreover, it diminishes internal equity in salary administration and undermines the principles of "equal pay for equal work." It also makes the remuneration practices less competitive, especially when sourcing for professional staff.

As part of the Job Evaluation process, a salary survey was conducted with the objective of obtaining comparable data prevailing in the market. The survey also involved analyzing such data in order to enable the Board make informed decisions regarding its remuneration policy. This is aimed at ensuring that salary and other benefit structures are internally equitable and externally competitive. This will help to overcome difficulties in managing internal relativities and maintain an equitable and competitive salary structure, making it possible to avoid subjectivity.

The aim was to use the salary and benefits survey as an investigation tool for the current CDFB position with regards to the parastatal sector in the country. To achieve this, the investigation covered: job content and grading of the job category in the organizations; the actual salary and salary range for similar positions in comparable organizations; and the actual and types of benefits payable in comparison with those offered in similar organizations in the sector. In the survey, 21 organizations were approached for information out of which 9 responded and provided the information. Data obtained from the said nine organizations is presented as **Appendix VIII (a)**. The corresponding survey covered other benefits such as housing allowances, transport allowances and club membership. The result of this and the attendant recommendations are given in **Appendix VIII (b)**. We also examined a nationwide survey which was conducted recently by PriceWaterhouseCoopers for purposes of benchmarking. The 50% response from comparators is considered reasonable for an exercise like this.

6.2 Comparators

The comparators from which salary data was collected is given in Table 4 below.

TABLE 4: LIST OF COMPARATORS

ORGANIZATIONS FROM WHICH SALARY DATA WAS SOUGHT	ORGANIZATIONS FROM WHICH RESPONSE WAS RECEIVED
<ol style="list-style-type: none"> 1. National Irrigation Board 2. Kenya Literature Bureau 3. Agricultural Finance Corporation 4. Kenya Post Office Savings Bank 5. Kenya Roads Board 6. Kenya Pipeline Co. Ltd. 7. Kenya Industrial Estates Ltd. 8. Kenya Electricity Generating Co. Ltd. 9. Water Services Regulatory Board 10. Kenya Accountants & Secretaries National Examinations Board. 11. Higher Education Loans Board 12. Kenya Tourist Board 13. Lake Victoria North Water Services Board 14. Local Authorities Provident Fund 15. Kenyatta National Hospital 16. Kenya Wildlife Service 17. Water Services Trust Fund 18. National Aids Control Council 19. Water Resources Management Authority 20. Kenya National Library Services 21. Kenya National Examination Council 	<ol style="list-style-type: none"> 1. Kenya Wildlife Services 2. Kenyatta National Hospital 3. National Irrigation Board 4. Water Services Regulatory Board 5. Agricultural Finance Corporation 6. Higher Education Loans Board 7. Kenya Accountants and Secretaries National Examination Board 8. Kenya Industrial Estates 9. National Aids Control Council

6.3 Recommended Salary Structure

Based on the newly-developed grading structure and the salary survey, the salary structure given in Table 5 below is recommended for adoption.

Table 5: Recommended Salary Structure

GRADE	JOB TITLE	PROPOSED SALARY SCALE	PAYPOINT
1	Chief Executive Officer	625,794.40	39
		500,635.52	38
		400,508.42	37
		320,406.73	36
		256,325.39	35
2	Chief Manager, Programs	170,883.59	34
	Chief Manager, Financial Services	155,348.72	33
	Chief Manager, HR and Administration	141,226.11	32
	Chief Internal Auditor	128,387.37	31
3	Manager Programs (Coordination)	106,105.27	30
	Snr. Manager, ICT	102,024.29	29
	Snr. Manager, Procurement	98,100.28	28
	Senior Manager, Corporate Affairs and Communications	94,327.19	27
		89,835.42	26
4	Legal Officer	78,117.76	25
	Manager Program (M&E)	75,113.23	24
	Manager, Corporate Affairs and Communications	72,224.26	23
	Regional Coordinator	69,446.40	22
		66,775.39	21
	Snr. Accountant		
	Snr. Internal Auditor		
5	Snr. Manager Human Resources		
	Snr. Manager, Administration		
	Fund Manager	64,207.10	20
	Quality Assurance Manager	60,006.64	19
	Executive Secretary	56,080.97	18
	Procurement Officer	52,412.12	17
	System Administrator	48,983.29	16
	Communications Officer		
	Accountant		
	ICT Technician		
6	Internal Auditor		
	Human Resources Officer		
	Legal Assistant		
	Driver	27,990.45	15
	Office Assistant	26,657.57	15
Human Resources Assistant (BMW Office Assistant)		25,388.17	13
		24,179.21	12
	Copy Typist - BMW Office Assistant	23,027.81	11

	Receptionist - BMW Office Assistant Procurement Assistant - BMW Office Assistant		
7	Registry Assistant	19,189.85	10
	Assistant Accountant	18,721.80	9
	Secretary	18,265.17	8
	Administration Officer	17,819.68	7
	Telephone Operator	17,385.05	6
8		16,557.19	5
		16,153.36	4
		15,759.38	3
	Office Assistant	15,375.00	2
	Support Staff	15,000.00	1

6.4 Basis for Review of Salary Structure

- (a) The proposed salary structure is based on the newly-developed grading structure and the salary survey.
- (b) The provision of benefits (both perquisite and fringe) should be carefully examined with a view to having a gradual introduction over a range of job sizes so as to improve the consistency of CDF guaranteed package practice.
- (c) Individuals with Base Pay compare-ratio below 50% should have an immediate review of their salaries.
- (d) Individuals with Base Pay compare-ratio between 50 and 80 % should be brought into the +-20% band over a period of three to five years.
- (e) Individuals with compare-ratio in excess of 120%, who are not assessed as high performers, should maintain status quo for the next few years until they are in line with the rest of their colleagues of the same level.
- (f) High performers with compare-ratio in excess of 120% should experience promotions and "self correct" over time to fall into line and usually require no remedial action.
- (g) Increases should be awarded on the basis of relative performance and compar-ratio, a methodology explained in the body of the report, in order to ensure that the internal equity of the relative remuneration levels is enhanced and maintained.
- (h) The incentive scheme should be guided by the results of the performance management system to determine the level, of individual incentive for all management positions. For lower levels it would be reasonable to award bonuses (as a factor of basic salary) on an equivalent basis across the board.

6.5 Benefits Structure

Based on the newly-developed grading structure and the Benefits survey, the ideal Benefits structure would be as given in Table 6 below. However, we have noted that the CDFB is currently paying allowances for the cadre of heads of departments and below and benefits which are above the prevailing market rates. Because any attempts to lower the same will result in staff demotivation and cause disequilibrium in the organization, we therefore propose that the organization continues to pay the current levels of allowances and benefits for the levels of heads of departments and below and let this situation normalize gradually with the prevailing market rates over the next 5 years.

Table 6: Benefits Structure

Description of Grade Level	Proposed Grade	Proposed Basic Salary Mid Point	Allowances and Benefits								
			HOUSING	TRANSPORT	HARDSHIP	SPECIAL DUTY	RESPONSIBILITY	EXTRANE OUS	ENTERTAINMENT	MEDICAL	CLUB
Executive	1	400508.4	80,000	NEGOTIATED	NEGOTIATED	NEGOTIATED	NEGOTIATED	NEGOTIATED	NEGOTIATED	NEGOTIATED	400,000
Chief Managers/Heads of Department	2	141226.1	50,000	25,000	5000	10000	5000	20000	10000	500000	250,000
Senior Managers	3	98100.28	40,000	20,000	5000	10000	5000	20000	10000	500000	100,000
Middle Managers	4	72224.26	30,000	15,000	5000	5000	3000	15000	5000	500000	
Professional/ Technical Staff	5	56080.97	20,000	10,000	2000	30000	2000	10000		500000	
Supervisory/Skilled Staff	6	25388.17	15,000	5,000						500000	
Semi-skilled Staff	7	18265.17	10,000	5,000						300000	

Support Staff	8	15759.38	10,000	5,000	300000
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NB:

- (i) Figures for Medical Cover is annual-based
- (ii) Club Membership is one-off payment
- (iii) Hardship Allowance is applicable to staff working in hardship areas only

CHAPTER SEVEN

7.0 OBSERVATIONS AND RECOMMENDATIONS

7.1 *The grading structure:*

7.1.1 *Observation*

The CDF Board as an institution inherited the grading structure which most of its employees carried with them from the Civil service. This is happening despite the fact that in its current form, CDF Board is a Parastatal with its unique operational needs. The Board has also recruited from the open labour market. As a result, there exist historical inequities in the grading and remuneration system. This is the primary reason for which the Job Evaluation exercise was commissioned.

7.1.2 *Recommendation*

It is recommended that the Board adopts the grading structure shown in Table 2 as given in chapter 3. This will make it easier to compare all jobs objectively using the same criteria to achieve internal equity.

7.2 *Organizational Structure*

7.2.1 *Observation*

From what is emerging in CDFB, the organization is not static. Changes are constantly taking place in the organization itself, in its operations and in the people in the organization. Whatever structure that evolves as a result of these will always be contingent on the environmental circumstances. The processes analyzed and the opinion formed by the consultant in this respect is aimed at achieving the "best fit" for the Board and its operating circumstances.

7.2.2 *Recommendations*

From the review process, the structure in **Figure 2** as outlined in **chapter 4** is recommended. The following aspects of the recommended structure need to be noted and adopted:

- a) The roles and responsibilities of the Chief Manager, Programmes has been enriched to incorporate 'Deputizing for the Chief Executive Officer'.
- b) The role of the Fund Manager, previously referred to as the Fund Account Manager, has been enriched to include project management and co-ordination function which is very integral at the constituency level. This is necessitated by the need to effectively oversee the implementation of all CDF-sponsored projects in the constituency, and also to continuously monitor, evaluate and report on their

performance. The Fund Manager will perform all administrative duties that were hitherto performed by the Fund Account Manager, and will be the AIE holder at the Constituency level, a function that is currently being performed by the District Development Officer (DDO), an employee of the Planning Ministry. He will also be the interface between the CDF Board Secretariat and all stakeholders at the Constituency level, including Members of Parliament and the local communities.

- c) The Fund Manager will continue to perform all duties which are accounting in nature at the Constituency level. This role will be imperative to give the CDFB secretariat the much-needed independence in financial operations at the constituency level. The Fund Manager will therefore not only be responsible for preparation of Budgets, financial reports and returns but will also be a mandatory signatory to all Cheques issued at the Constituency level, as opposed to the current practice where this role is performed by the District Accountant (DA), an employee of the Ministry of Finance.
- d) There is need to create a support function that will undertake all clerical duties and office support activities at the Constituency level. It is proposed that this function be performed by clerical officers in each constituency.
- e) Upon thorough analysis of the programme function, it was realized that the structure of the Programmes department needed streamlining. The Programmes function has two key components i.e. Coordination; and Monitoring & Evaluation. This needed to be brought out clearly. The job of Regional Coordinator is also missing from the current structure yet it exists on the ground. The proposed structure has accommodated these needs.
- f) In the process of Job Analysis, it was observed that the CDF Board is in the process of undertaking a computerization programme which will include networking of all its establishments nationwide. This will require proactive enhancement of both ICT infrastructure and software. The current structure is missing on specialized jobs like user support and systems administration. The proposed structure has therefore provided for these by creating jobs of ICT Officer (User support) and ICT Officer (Systems Administration).
- g) In the finance function, the current structure provides for two senior Accountants – one for constituencies and another one whose roles were not clearly spelt out. In streamlining this, the proposed structure has retained just one job of Senior Accountant.
- h) The Procurement function is unique: In the current structure it is indicated that procurement reports to Chief Manager Financial Services. This can present a challenge in terms of internal controls for it will mean that the one who buys is the one who pays. Consequently, in the proposed structure, the Procurement function has been made to report to the Chief Executive Officer. This will make it conform to the statutory requirements in procurement.
- i) The structure of Human Resources management function was also considered. In the current structure, the two strategic components of HR function i.e HR Welfare and

Administration (including salary administration) and HR Development are not coming out clearly. The proposed structure has delineated these roles to enable HR play its integral strategic responsibilities in the organization.

- j) There is need for a Quality Assurance and Risk Management function within the CDFB. We propose that in this interim period, this function be performed by the Internal Audit function, leading to the creation of the position of Quality Assurance Manager. However, once the CDFB gains full control of all the operations at the constituency level where most risks and quality management issues are anticipated, then the function will need to be autonomous to enhance both its capacity and performance.
- k) The current structure has a provision for deputy CEO/National Programme Officer. In the process of Job analysis, it was realized that with the position of Chief Manager Programmes, the deputy CEO/NPC will have very little to do. There was a heavy overlap in the responsibilities of the two jobs. It was also observed that many Parastatal organizations do not have the position of the Deputy CEO. In view of these observations, the job was dropped from the proposed organizational structure with recommendation that it be removed altogether.
- l) It is proposed that the Board creates the function of Corporate Planning and Strategy, to be headed by a Corporate Planning and Strategy Manager; and responsible for not only Strategic Planning but also development of work plans; performance management; including performance contracting; and research services.

7.3 Staffing Levels

7.3.1 General Observation

Staffing Levels of the Board keep on changing due to the expanding needs occasioned by its mandate and diverse operational requirements. Consideration has been taken of the trends of the changes in staffing needs of the Board and the expected changes which are likely to take place in the immediate future such as computerization of its operations. The suggestions outlined in **Table 3** given in chapter 5 are aligned to the recommended organizational structure.

7.3.2 Recommendations

In view of the above observations, it is recommended that the establishment levels depicted in **Table 3** be approved and necessary strategies be initiated to fill the gaps identified therein. Overall, the key recommendation in this area is the need to have a uniform structure at the constituency level to ensure uniformity in staffing practices at that level and also enhance service delivery. It is recommended that the post of Clerical Officer be created for each constituency to execute the support function. Ten Regional

Coordinators have also been proposed; one for each Province; save for Rift Valley and Eastern Provinces which will have two regional coordinators due to size and geographical dispersion. The post of Corporate Planning and Strategy Manager has been created within the Corporate Planning and Strategy function. Two positions for ICT Officer (User support) and ICT Officer (Systems Administration) have also been created in anticipation of the demands of the ongoing computerization programme. The mandate of the Internal Audit function has been enhanced to include Quality Assurance and Risk Management, leading to the subsequent creation of the position of Quality Assurance Manager to oversee the development of operational policies, systems and procedures and also manage corporate risk. The Accounting function needs to have more staff numbers to enable the Board effectively realize its Mandate. The net-effect is that CDFB is operating with staff strength below the optimum level; i.e. undercapacity of 296 staff.

In view of the above observations and details provided in Chapter Five, it is recommended that the proposed establishment levels be approved and necessary strategies be initiated to fill the gaps identified therein.

The apparent lack of authority and accountability passed on from the Head of Department rank to the next level of managers, requires a development plan to rectify the succession weakness that exist. A leadership development programme would be the most appropriate vehicle to address the issue.

7.4 Salary and Benefits Structure

7.4.1 General Observation

For strategic reasons, a lot of care needs to be taken while making decisions on staff remuneration. This is because compensation is one of the main influences on the degree to which people value their employment. The other reason for due care in compensation decisions is that there are both legal and ethical implications involved. The decisions on remuneration are central because they affect motivation, skills, career and performance – all of which are vital to individual career and organizational success. When organizations make remuneration decisions, they are generally guided by the following considerations:

- (i) **Service** – This is where employment relationships is based on continuity of employment, incremental pay scales and annual reviews.
- (ii) **Skills** – This is where remuneration decisions take into consideration the value of skills possessed by employees to the success of the organization. These are instances where organizations award higher pay rate to attract and retain rare skills.
- (iii) **Performance** – At times, remuneration decisions emphasize achievement of results defined in terms of targets or adapting to a desired change.

In practice, these factors are applied together in remuneration decisions. In most cases, organizations pay people for jobs they are employed to do, but determine pay rises or incentives according to personal contributions (i.e. performance and/or competence).

Organizations are also guided in their remuneration decisions by the basic philosophy they hold. Some of the philosophies on remuneration are:

- a. **Prestige** – to be recognized in the society as a 'good player'.
- b. **Competitiveness** – paying rates that are sufficiently competitive to sustain the employment of the right numbers of appropriately qualified employees.
- c. **Cost control** – to design a remuneration scheme (e.g. piece work) that will facilitate control of operation and save money.
- d. **Motivation and Performance** – use of remuneration rates to motivate employees.
- e. **Attract and retain quality employees** – based on the belief that human resources are the most valuable assets an organization has. Remuneration decisions are therefore used to attract and retain high quality staff in order to maximize value added by human resources.
- f. **Equity** – the sensitivity to the fact that employees' satisfaction at work is affected by the extent to which they judge salary levels and salary increases to be distributed fairly. This sensitivity is driven by the desire of the organization to be perceived as equitable in its remuneration scheme.

We have taken into consideration the fact that most of these factors are applicable to CDF Board. More importantly, the Board should be guided by the need to attract and retain competent staff majority of whom work in the difficult environments of implementing programmes.

7.4.2 Recommendations

On the basis of what has emerged from the process, the salary structure contained in Table 5 as given in chapter 6 and the specific recommendations given in item 6.4 is accordingly recommended. Equally the Benefits levels contained in Table 6 is recommended for adoption.

It is recommended that CDF that has an eight level grading structure to communicate results of the evaluation exercise to staff. (Executive, Chief Managers/ Heads of Department, Senior Managers, Middle Managers/Technical staff, Supervisory/Skilled Staff, Semi-Skilled Operations and Administration Staff, Support Staff). It is recommended that the naming of positions be changed to reflect the roles, as depicted in the grading structure.

7.5 Harmonization of job titles

7.5.1 Observations

The consultant and the panel observed some jobs with two types of problems:

- c) Jobs with ambiguous titles; and
- d) Jobs whose titles do not directly correspond with the responsibilities and tasks listed in the job descriptions.

7.5.2 Recommendation

The job evaluation panel recommended a change in those job titles. Table 7 shows the recommended changes.

Table 7: Recommended changes in job titles

Current Job Title	Recommended Job Title
1. Senior Manager Corporate and Legal Affairs	Senior Manager, Corporate Affairs and Communications
2. Senior Manager Programme (R)	Programme Manager (M&E)
3. Senior Manager (PC)	Programme Manager (Coordination)
4. Accounts Assistant	Assistant Accountant
5. Regional Auditor	Internal Auditor
6. Copy Typist	Secretary
7. Senior Copy Typist	Executive Secretary
8. Principal Human Resources Officer	Chief Manager Human Resources & Administration
9. Clerical Officer	Office Assistant
10. Fund Accounts Officer	Fund Manager

APPENDICES

APPENDIX I: JOB ANALYSIS QUESTIONNAIRE

CONSTITUENCY DEVELOPMENT FUND BOARD (CDFB)

**Huduma
Bora ni
haki Yako**



JOB ANALYSIS QUESTIONNAIRE

Job Title	Job Scale	
Location/Place of Work	Date of Interview	
Department	Date Reviewed with Supervisor	
Section	Interviewer	

1. Give a summary of your job:

- ❖ Describe in general terms what you do
- ❖ Explain how your job contributes to the core business of this organization
- ❖ Give a break down of duties performed in order of priority
- ❖ Attach copies any relevant documents if available

2. What are the requirements for this job?

- ❖ Education
- ❖ Training – Professional/Technical/Vocational
- ❖ Relevant Experience
- ❖ Other requirements/Personal Attributes

3. What is your reporting relationship with other jobs?

- ❖ How many people do you directly supervise?
- ❖ What grades/cadres/levels or functions are they?

<p>4. What contacts do you normally make in the course of your work?</p> <ul style="list-style-type: none"> ❖ Internal ❖ External ❖ Nature of contact (face to face: telephone; written) ❖ Frequency 	
<p>5. Accountability for:</p> <p>(a) Records</p> <ul style="list-style-type: none"> ❖ What records do you keep? ❖ How often are the records updated? ❖ Who uses them? 	
<p>(b) Reports</p> <ul style="list-style-type: none"> ❖ What reports do you prepare/produce? ❖ How are the reports produced? ❖ How often? ❖ Who do they go to? ❖ Who are the users of the reports? 	
<p>6. In the course of your duties, are you required to meet deadlines?</p> <ul style="list-style-type: none"> ❖ How often? ❖ What happens if you do not meet them? 	
<p>7. What decisions are made by you?</p> <p>(a) Managerial decision:</p> <ul style="list-style-type: none"> ❖ Details of decisions ❖ How do you arrive at those decisions? ❖ Do you need to have the approval of your supervisor? ❖ What happens if those decisions go wrong? ❖ Who else makes these decisions other than you? 	
<p>(b) Routine or operational Decision:</p> <ul style="list-style-type: none"> ❖ Details of decisions ❖ How do you arrive at those decisions? ❖ Do you need to have the approval of your supervisor? ❖ What happens if those decisions go wrong? ❖ Who else makes these decisions other than you? 	

<p>8. In what circumstances and with whom do you consult in the course of your work?</p> <ul style="list-style-type: none"> ❖ In what circumstances? ❖ If so, who do you contact in a given department? 	
<p>9. Are verification, analysis and judgment involved in your job?</p> <ul style="list-style-type: none"> ❖ How often do you exercise it? ❖ What sort of challenges/hindrances do you personally have to solve? 	
<p>10. How does your duties demand accuracy?</p> <ul style="list-style-type: none"> ❖ In what tasks? ❖ What impact or effect can lack of accuracy create if it occurs? 	
<p>11. What machinery/equipment do you operate in the course of your work?</p> <ul style="list-style-type: none"> ❖ What types of equipment? ❖ How often used? ❖ For what purpose do you use the equipment? 	
<p>12. Does your work involve any physical effort?</p> <ul style="list-style-type: none"> ❖ Lifting/carrying? ❖ Standing/walking/traveling/talking? ❖ Dexterity (e.g. typing) ❖ How much time is spent in these? 	
<p>13. What skills are required in your job?</p> <ul style="list-style-type: none"> ❖ Technical ❖ Clerical ❖ Public Relations/Customer Care ❖ Computer skills ❖ Financial/Accounting ❖ Management ❖ Administrative 	
<p>14. Where are you normally required to work?</p> <ul style="list-style-type: none"> ❖ In an office? ❖ In a switch board? ❖ Server Room? ❖ Outside? ❖ Combination of the above ❖ Anywhere else (e.g., customer premises) 	
<p>15. Are there any risks involved in the work that you do?</p> <ul style="list-style-type: none"> ❖ What nature of risk? ❖ What is the likelihood of the risk? ❖ How often are you exposed to this risk? 	

<p>16. What are your official/normal working hours?</p> <ul style="list-style-type: none"> ❖ Required to attend duty within normal working hours only ❖ Requirements to attend duty out of normal hours 	
<p>17. Additional comments which may assist with the preparation of the Job descriptions</p> <ul style="list-style-type: none"> ❖ Details of any aspect of the job which has not been adequately covered and which may be relevant ❖ What do you feel about your current job? 	

Job Holder

Supervisor

Signature

Signature

Date: -----

Date: -----

APPENDIX II: JOB DESCRIPTIONS

NOTE: These are provided in a separate volume

APPENDIX III: JOB EVALUATION PANEL MEMBERS

	NAME	DESIGNATION
1	BRENDA ONYINO	AG. COMMUNICATION OFFICER
2	KIOKO KAKYEMA	PROCUREMENT OFFICER
3	ODHOCH JACK	ICT-OFFICER
4	GEOFFREY KOECH	FUND ACCOUNT MANAGER
5	S.W.KIMANI	SECRETARY
6	L.M. MAKARA	PROGRAMME COORDINATOR
7	BUYEMA WILFRED	AG. NPC
8	BETTY AMULOYOTO	INTERNAL AUDITOR
9	RAMADHANI NUNGALE	AG. REGIONAL COORDINATOR
10	THOMAS ONTWEKA	AG. REGIONAL COORDINATOR (WESTERN)
11	GLORIA MWASI	FUND ACCOUNT MANAGER
12	V.K. GACHARA	SNR ACCOUNTANT
13	ODHIAMBO KEMUNTO	PAR
14	ABDI HAJI GEDI	FAFI

APPENDIX IV: JOB EVALUATION MANUAL

INTRODUCTION

The basis of the points rating scheme is to divide the jobs into key, measurable units. In this scheme, these units are:-

- **RESPONSIBILITY**- The extent to which the job holder has responsibility for assets, records, information, financial resources and for directing and controlling staff.
- **KNOWLEDGE**- The amount of knowledge and experience required by the job holder, without which the work cannot be carried out.
- **MENTAL AND EMOTIONAL SKILLS** – The requirement to comprehend, evaluate and make judgments, to absorb information, and to carry out analysis
- **INTERPERSONAL SKILLS** – The extent to which the job requires the competency to manage relationships in the work environment and use of clear oral and written communication in the interpretation and expression of information or opinion to others. This factor also assesses the extent to which the job holder has the skills to manage the unspoken issues of other employees
- **PHYSICAL SKILLS** – The level of precision and control required in the co-ordinate use of the limbs with one or more of the senses, involving physical strength and stamina.
- **WORKING CONDITIONS** – The extent to which the job demands working in fumes, dust dirt, vibration, and noise or physically restricting conditions. The extent to which the job requires the job holder to work irregular or abnormal hours. This factor also assesses the extent to which the jobholder is exposed to physical, mental and emotional hazards inherent in the job environment

Within each of the above categories, with a total of 30 units, points are awarded on the following basis of five levels:-

- **NONE – 0 points**
- **BASIC – 1 point**
- **MODERATE – 2 points**
- **HIGH- 3 points**
- **VERY HIGH – 4 points**

The Guide lines, by which each of the units are graded, in relation to points rating parameters are as follows:-

1. RESPONSIBILITY

1.1 Accountability

Score	Level
None (0 points)	The jobholder is not answerable for any action, or consequences of that action
Basic (1 Point)	The jobholder is answerable for his/her actions to a small extent , in that there is a minimal effect on end results

Moderate (2 points)	The jobholder is definitely accountable for his/her actions in that they are directly accountable for some of the actions of the job
High (3 points)	The jobholder is definitely responsible for most of the actions in the job.
Very High (4 points)	The jobholder is ultimately responsible for all of his/her own actions and those of the working group.

1.2 Decision Making

Score	Level
None (0 points)	The jobholder is not responsible for any of the decisions relating to the job
Basic (1 Point)	The jobholder has some responsibility for decisions taken in the job, but only on very minor issues .
Moderate (2 points)	The jobholder has some responsibility for decisions taken in relation to the job, on issues, which can affect resources, productivity and staff.
High (3 points)	The job holder has definite responsibility for decisions, which do have an effect in some way on resources , productivity and staff
Very High (4 points)	The jobholder has ultimate responsibility for decisions taken, which have a definite impact on resources, productivity and staff.

1.3 Effects of Errors

Score	Level
None (0 points)	There is no effect at all in terms of errors made by the job holder.
Basic (1 Point)	Errors made by jobholder will have a minor impact upon running the Mission.
Moderate (2 points)	Errors made by the job holder would have some impact upon customer service, assets and staff
High (3 points)	Errors made by the jobholder will have a definite impact upon assets, staff and customer service
Very High (4 points)	Errors made by the jobholder will have a major impact upon assets, staff and customer

1.4 Independence of work

Score	Level
None (0 points)	The job holder has no personal control whatsoever, in that the job is completely run on the basis of procedures.
Basic (1 Point)	The job is largely controlled by procedures, but there are one or two areas where personal , independent actions are necessary
Moderate (2 points)	The job has procedures, which govern the work, but the jobholder is able to exercise some amount of personal discretion in how the work is carried out

High (3 points)	The job holder only relies on procedures to a limited extent, with the bulk of work being controlled by personal decisions
Very High (4 points)	The job holder is totally independent of procedural control

1.5 Judgment

Score	Level
None (0 points)	No degree of discretion in the job, and no involvement at all in policy formulation.
Basic (1 Point)	Certain minor issues in which the jobholder has to exercise discretion.
Moderate (2 points)	Some discretion in issues relating to the work and some policy input made through the supervisor
High (3 points)	A definite degree of discretion in high level or financially sensitive matters. A marked requirement for input to policy formulation is necessary
Very High (4 points)	Totally responsible for matters of policy formulation with an need for the exercise of personal discretion

1.6 Responsibility for Financial Resources

Score	Level
None (0 points)	No cash handling or responsibility in any way
Basic (1 Point)	Some cash handling of small amounts but no responsibility for expenditure
Moderate (2 points)	Some cash handling responsibilities, and/or some input via the supervisor for budgetary matters, direct purchase or expenditure
High (3 points)	Regular cash handling of large amounts of money and/or direct budgetary responsibility and personal authorization of direct purchase or expenditure
Very High (4 points)	Large scale cash dealings and/or overall budgetary responsibility in term of planning, approval and control

1.7 Responsibility for Physical Resources

Score	Level
None (0 points)	No responsibility at all for physical resources such as buildings, machinery or equipment
Basic (1 Point)	Minor responsibility for physical resources –mainly involving reporting responsibilities for the safeguarding of buildings machinery or equipment
Moderate (2 points)	Definite responsibility for physical resources such as safeguarding buildings , machinery and equipment, but no responsibility for authorizing acquisition of such assets

High (3 points)	Definite responsibility for physical resources including safeguarding machinery, buildings and equipment and can recommend acquisition of additional items, up to an agreed level.
Very High (4 points)	Overall responsibility for physical assets, including safeguarding machinery, buildings or equipment, and for authorizing acquisition of additional items

1.8 Responsibility for Information, Records and Reports

Score	Level
None (0 points)	No responsibility for records or reports
Basic (1 Point)	Routine record keeping of a basic nature; no reports produced
Moderate (2 points)	Periodic reports to immediate supervisor, and the maintenance of work records of a routine nature.
High (3 points)	Regular and accurate reports for senior managers , relating to matters which directly influence the performance of the mission, or are of a high level of confidentiality
Very High (4 points)	Regular , detailed and accurate reports submitted to Board level , and/or confidential records of a commercially sensitive or confidential nature

1.9 Responsibility for staff Safety

Score	Level
None (0 points)	No responsibility for safety at all.
Basic (1 Point)	Responsible only for personal safety
Moderate (2 points)	Responsible for the safety of up to 5 members of staff
High (3 points)	Responsible for up to 20 members of staff
Very High (4 points)	Ultimate, direct responsibility for whole groups of over 20 staff .

1.10 Responsibility for Supervision of Others

Score	Level
None (0 points)	No employees Reporting to jobholder, and no requirement to train new recruits.
Basic (1 Point)	Responsible for supervising 1 person , plus a requirement to train new recruits
Moderate (2 points)	Responsible for supervising and controlling up to 5 staff , plus a requirement to train new recruits
High (3 points)	Responsible for supervising and controlling up to 20 staff , plus a requirement to train new recruits.
Very High (4 points)	Responsible for more than 20 staff and for their training and utilization

1.11 Supervision Received

Score	Level
None (0 points)	Frequent , low level supervision received.
Basic (1 Point)	Daily contact with the supervisor on routine matters.
Moderate (2 points)	Weekly contact with middle managers on day to day matters
High (3 points)	Infrequent contact with managers, who will be of a high level, on matters directly relating to the operation and productivity of the Organization
Very High (4 points)	Infrequent contact with managers, who will be of a very senior level .

1.12 Work Pressure

Score	Level
None (0 points)	No deadlines to be met
Basic (1 Point)	Occasional deadlines of purely routine nature.
Moderate (2 points)	Regular deadlines, on matters of a routine nature , which can have some impact on assets, productivity, resources and staff
High (3 points)	Regular deadlines of a strategic and productivity related nature ; failure to meet them will have a definite impact on assets, productivity and resources.
Very High (4 points)	Non- regular deadlines, but relating to subjects which will materially affect the Organization's assets, resources and staff .

2. KNOWLEDGE

2.1 Education

Score	Level
None (0 points)	No educational requirement at all
Basic (1 Point)	Basic literacy - reading and writing
Moderate (2 points)	Secondary school level qualifications, KCSE 'O' level and/or basic post school studies such as trade tests – e.g., City and Guilds
High (3 points)	Polytechnic or College related qualifications, or higher related studies, such as HNC or HND
Very High (4 points)	University degree , equivalent or higher; major professional qualifications

2.2 Relevant Professional/Technical Training

Score	Level
None (0 points)	The job requires no training at all
Basic (1 Point)	A small amount of training , such as induction or a little job familiarization is required
Moderate (2 points)	Attendance at short duration, low to moderate level courses such as driving, word processing, etc. is required
High (3 points)	Regular attendance at high level courses , which can be of a long duration, and have a pass/ fail requirement
Very High (4 points)	Highest level postgraduate standard courses which have a pass /fail requirement. These may include full time post graduate study or professional qualifications

2.3 Relevant Work Experience

Score	Level
None (0 points)	No experience of the type of work within the organization
Basic (1 Point)	No specialist experience within the organization, but a limited amount of experience outside the organization
Moderate (2 points)	A small amount of non- specialist experience, but considerable experience of organization methods, procedures and objectives.
High (3 points)	Specialist experience , or experience in organization procedures, methods and objectives
Very High (4 points)	A combination of specialist experience, and organization procedures, methods and objectives.

2.4 Creativity

Score	Level
None (0 points)	Purely following orders , no original thought required
Basic (1 Point)	Following rules and instructions, but some scope for personal deviation and thought in improving performance of duty is required
Moderate (2 points)	Routine work, but which definitely has scope for the initiation of the jobholders' own methods, ideas and procedures
High (3 points)	Procedures and routines are less relevant but a high level of the jobholders' personal input to new systems, ideas and procedures.
Very High (4 points)	Virtually, no instruction or routines at all , completely reliant on the jobholders' original thinking

2.5 Complexity of work

Score	Level
None (0 points)	Simple straight forward work.
Basic (1 Point)	Basic tasks, with a short learning curve.
Moderate (2 points)	Tasks of a routine nature , which has to be learnt by training or observation
High (3 points)	Tasks of a non- routine nature , which requires the input of detailed and complex information which takes a considerable period of time to assimilate
Very High (4 points)	Complex tasks , which require detailed or specialized information requiring a long learning curve, and a need for reference in taking decisions

2.6 Know-How

Score	Level
None (0 points)	No knowledge of the organization procedures
Basic (1 Point)	A little procedural knowledge , to carry out a set procedure
Moderate (2 points)	Some knowledge of a wide range of procedures , or an in depth knowledge of a few procedures
High (3 points)	An extensive knowledge of a range of procedures , or a specialist knowledge of a few procedures
Very High (4 points)	A detailed knowledge of a wide range of procedures , or an expertise in one or two specialties.

2.7 Planning and Co-ordination

Score	Level
None (0 points)	The job requires no planning and co-ordination at all
Basic (1 Point)	The job requires no planning , but a small amount of co-ordination of the work of others, in a non-supervisory way
Moderate (2 points)	An input in to the planning and forecasting process and /or the co-ordination of the work of others
High (3 points)	A definite responsibility for planning and forecasting as well as organizing and co-ordination of the work of others
Very High (4 points)	Primary responsibility for planning, forecasting and organizing at a high level. Major responsibility for the co-ordination of the work of key groups of people

3. MENTAL AND EMOTIONAL SKILLS

3.1 Accuracy

Score	Level
None (0 points)	The job requires no level of accuracy for its effective performance.
Basic (1 Point)	The job requires a certain level of accuracy , in simple, pre- set routines.
Moderate (2 points)	The job requires a level of accuracy , which if not achieved can lead to financial loss, safety risk or operational inefficiency
High (3 points)	A high degree of accuracy is required for effective and efficient performance of the job
Very High (4 points)	The job requires 100% accuracy - failure to do this will lead to serious financial loss, safety risk or operational inefficiency

3.2 Analytical Skills

Score	Level
None (0 points)	The job requires no analysis or judgment for its effective performance
Basic (1 Point)	Basic tasks to be performed with some level of comprehension as to what the job involves and why it is being done.
Moderate (2 points)	Some judgment is required in terms of information received; the information has to be fully understood before the work can be effectively carried out
High (3 points)	The job is complex, requiring a high degree of analytical reasoning , evaluation and analysis of information.
Very High (4 points)	The job is of specialist nature, with no precedent or routine and requires the highest level of reasoning , analysis comprehension and evaluation of information

3.3 Initiative

Score	Level
None (0 points)	Purely routine; no initiative required
Basic (1 Point)	The job is routine, with definite rules or guidelines, but with some scope for basic interpretation within those rules
Moderate (2 points)	A diversity of operations within the job which allows the jobholder to display initiative and independent thought
High (3 points)	The jobholder has to make decisions in the absence of facts or with incomplete information. These decisions relate to high level financial, operational,

	staffing or specialist matters
Very High (4 points)	A high level of independent decision making required , in tasks where there are no or few precedents or guidelines. The ability to operate contingency planning is of highest importance

3.4 Mental and Emotional Effort

Score	Level
None (0 points)	No mental effort required for efficient and effective performance
Basic (1 Point)	Some slight time pressures on assimilation of information, calling for a small amount of mental effort
Moderate (2 points)	Information required to do some routine tasks has to be absorbed quite quickly
High (3 points)	Job content is complex and non routine ,requiring the assimilation of information in a short space of time
Very High (4 points)	A great deal of mental effort is necessary on a frequent basis in order to assimilate complex information required to do the job.

3.5 Problem Solving

Score	Level
None (0 points)	No requirement for problem solving
Basic (1 Point)	Routine pre-set functions performed under close supervision, which occasionally requires a small amount of day to day problem solving
Moderate (2 points)	Although the job is a routine one, it is necessary to analyze information in order to solve problems which are non – routine in nature
High (3 points)	A high level of comprehension of information and original thinking is required to solve problems of significant nature , related to policy, finance, staffing or operations.
Very High (4 points)	The jobholder personally tackles problems without any guidance from, or, reference to other units and individuals. The problems have a direct and major bearing upon the performance of the Mission

4. INTERPERSONAL SKILLS

4.1 Social Skills

Score	Level
None (0 points)	The job does not require competence in managing relationship with other people.
Basic (1 Point)	
Moderate (2 points)	The job requires occasional interactions with staff at

	staffing or specialist matters
Very High (4 points)	A high level of independent decision making required , in tasks where there are no or few precedents or guidelines. The ability to operate contingency planning is of highest importance

3.4 Mental and Emotional Effort

Score	Level
None (0 points)	No mental effort required for efficient and effective performance
Basic (1 Point)	Some slight time pressures on assimilation of information, calling for a small amount of mental effort
Moderate (2 points)	Information required to do some routine tasks has to be absorbed quite quickly
High (3 points)	Job content is complex and non routine ,requiring the assimilation of information in a short space of time
Very High (4 points)	A great deal of mental effort is necessary on a frequent basis in order to assimilate complex information required to do the job.

3.5 Problem Solving

Score	Level
None (0 points)	No requirement for problem solving
Basic (1 Point)	Routine pre-set functions performed under close supervision, which occasionally requires a small amount of day to day problem solving
Moderate (2 points)	Although the job is a routine one, it is necessary to analyze information in order to solve problems which are non – routine in nature
High (3 points)	A high level of comprehension of information and original thinking is required to solve problems of significant nature , related to policy, finance, staffing or operations.
Very High (4 points)	The jobholder personally tackles problems without any guidance from, or, reference to other units and individuals. The problems have a direct and major bearing upon the performance of the Mission

4. INTERPERSONAL SKILLS

4.1 Social Skills

Score	Level
None (0 points)	The job does not require competence in managing relationship with other people.
Basic (1 Point)	
Moderate (2 points)	The job requires occasional interactions with staff at

	middle levels , and some contact with customers and requires basic competence in interpersonal relations.
High (3 points)	Performance of the job involves frequent interactions with high level management staff and with customers and requires a high level of interpersonal competence that will create satisfaction to both the staff and customers
Very High (4 points)	The job involves daily interactions with the highest level of management staff and customers and requires a very high level of interpersonal relations competence which leads maintenance of effective teams and customer loyalty

4.2 Internal Contacts

Score	Level
None (0 points)	The job requires no contact with anyone inside the Organization
Basic (1 Point)	Some minor contacts with staff of the same level, within the Organization
Moderate (2 points)	Occasional personal contact with the senior staff
High (3 points)	Daily personal contact with senior staff up to the highest level
Very High (4 points)	Very frequent contact with high level managers

4.2 External Contacts

Score	Level
None (0 points)	The job requires no contact with anyone outside the Organization
Basic (1 Point)	Some minor contacts with people outside the Organization
Moderate (2 points)	Occasional personal contact with the with the customers/stakeholders , suppliers and contractors
High (3 points)	Daily personal contact with people outside the Organization, with the requirement to visit major customers/stakeholders, suppliers or contractors on a regular basis
Very High (4 points)	Very frequent contact with, major customers/stakeholders, suppliers, contractors and government officials

5. PHYSICAL SKILLS

5.1 Range of Skills

Score	Level
None (0 points)	No recognized skills required for the performance of the job

Basic (1 Point)	Basic manual skills , such as driving, are required
Moderate (2 points)	Lower level skills , such as manipulation, or simple machine operation are required
High (3 points)	Skill requirement to a high level , proven by attendance of courses and by experience
Very High (4 points)	A thorough command of one or more physical, mental or professional skills, to an advanced level of competence

5.2 Dexterity

Score	Level
None (0 points)	No requirement for hand//feet/eye co-ordination to carry out the job
Basic (1 Point)	A small level of co-ordination , used on an infrequent basis – e.g., the occasional use of a calculator
Moderate (2 points)	Some co-ordination on a daily basis in the operation of machinery, keyboards or other equipment
High (3 points)	The use of hands/feet/eye co-ordination on a daily basis, on equipment which requires training to use.
Very High (4 points)	The jobholder has to use hands/feet/eye co-ordination all day , on advanced machinery, keyboards and equipment

5.3 Physical Effort

Score	Level
None (0 points)	No requirement at all for physical effort or stamina
Basic (1 Point)	No more physical effort or stamina than is required for a sedentary office job
Moderate (2 points)	Occasional use of physical strength and stamina required
High (3 points)	Frequent use of physical strength and stamina required
Very High (4 points)	Constant use of physical strength and stamina required

6. WORKING CONDITIONS

6.1 The Work Environment

Score	Level
None (0 points)	The job has no inherent hazards
Basic (1 Point)	Work is carried out under a normal office conditions , during normal hours, or their equivalent with minimum risks

Moderate (2 points)	Occasional contact with adverse conditions and/or an occasional requirement to work overtime or unsociable hours. Moderate risks are inherent in the job environment
High (3 points)	Considerable exposure to unpleasant conditions such as fumes,odours, dirt, dust, noise, vibration or physical restricting conditions and/or a frequent requirement to work overtime and unsociable
Very High (4 points)	Continuous contact with adverse conditions as listed above and/or a constant requirement to work overtime and/or unsociable hours. High level of risks is inherent in the job environment

APPENDIX V: JOB EVALUATION SCORE SHEET

JOB TITLE:.....

FACTOR		SUB-FACTOR	LEVEL SCORE	TOTAL SCORE
1. RESPONSIBILITY	1.1	Accountability		
	1.2	Decision Making		
	1.3	Effects of Errors		
	1.4	Independence of work		
	1.4	Judgment		
	1.5	Responsibility for Financial Resources		
	1.6	Responsibility for Equipment		
	1.7	Responsibility for Information, Records and Reports		
	1.8	Responsibility for staff Safety		
	1.9	Responsibility for Supervision of others		
	1.10	Supervision Received		
1.11	Work Pressure			
SUB-TOTAL				
2. KNOWLEDGE	2.1	Education		
	2.2	Relevant Professional/Technical Training		
	2.3	Relevant Work Experience		
	2.4	Creativity		
	2.5	Complexity of work		
	2.6	Know-How		
	2.7	Planning and Co-ordination		
SUB-TOTAL				
3. MENTAL SKILLS	3.1	Accuracy		
	3.2	Analytical Skills		
	3.3	Initiative		
	3.4	Mental and Emotional Effort		
	3.5	Problem Solving		
SUB-TOTAL				
4. INTERPERSONAL SKILLS	4.1	Social skills		
	4.2	Internal Contacts		
	4.3	External Skills		
SUB-TOTAL				
5. PHYSICAL SKILLS	5.1	Range of Skills		
	5.2	Dexterity		
	5.3	Physical Effort		
SUB-TOTAL				
6. WORKING CONDITION	6.1	The Work Environment		
SUB-TOTAL				
OVERALL SCORE				

Appendix VI: Grading Structure Based on the Final score

S/N	TITLE	FACTOR SCORES WITH WEIGHTS LOADED AND BANDING													BAND/ GRADE
		RESP	X30	KNOW	X15	MENT	X20	INTERP	X20	PHY	X10	CONDIT	X5	TOTAL	
1	Chief Executive Officer	39	1,170	26	390	16	320	12	240	3	30	1	5	2,155	1
															2
2	Chief Manager, Programs	36	1,080	22	330	14	280	9	180	5	50	1	5	1,925	
3	Chief Manager, Financial Services	34	1,020	22	330	12	240	8	160	5	50	1	5	1,805	
4	Chief Manager, HR and Administration	34	1,020	22	330	12	240	8	160	5	50	1	5	1,805	
5	Chief Internal Auditor	33	990	23	345	13	260	8	160	5	50	1	5	1,805	
															3
6	National Programs Coordinator/ Deputy CEO	32	960	21	315	13	260	7	140	4	40	1	5	1,720	
7	Manager Programs (Coordination)	32	960	21	315	11	220	8	160	5	50	1	5	1,710	
8	Senior Manager, Corporate Affairs and Communications	32	960	21	315	11	220	8	160	5	50	1	5	1,710	
9	Snr. Manager, Procurement	27	810	19	285	12	240	11	220	6	60	1	5	1,650	
															4
10	Legal Officer	29	870	21	315	11	220	6	120	5	50	1	5	1,580	
11	Manager Program (M&E)	26	780	22	330	12	240	8	160	5	50	1	5	1,565	
12	Communications Officer	25	750	20	300	11	220	11	220	5	50	1	5	1,545	
13	Corporate Planning and Strategy Manager	25	750	20	300	11	220	11	220	5	50	1	5	1,545	
14	Regional Coordinator	28	840	17	255	12	240	7	140	6	60	1	5	1,540	
15	Snr. Internal Auditor	28	840	17	255	12	240	7	140	6	60	1	5	1,540	
16	Snr. Accountant	27	810	18	270	12	240	6	120	6	60	1	5	1,505	
17	Snr. Manager, Administration	27	810	17	255	10	200	8	160	5	50	1	5	1,480	
															5
18	Fund Manager	24	720	16	240	12	240	7	140	7	70	2	10	1,420	
19	Quality Assurance Manager	24	720	16	240	12	240	7	140	7	70	2	10	1,420	
20	Executive Secretary	22	660	17	255	9	180	12	240	7	70	2	10	1,415	
21	Procurement Officer	25	750	17	255	12	240	6	120	4	40	1	5	1,410	
22	ICT Officer-Systems Administration	22	660	19	285	14	280	6	120	6	60	1	5	1,410	
23	Planning Officer	22	660	19	285	14	280	6	120	6	60	1	5	1,410	
24	Communications Officer	23	690	18	270	10	200	7	140	8	80	1	5	1,385	
25	Accountant	25	750	18	270	11	220	5	100	4	40	1	5	1,385	

S/N	TITLE	FACTOR SCORES WITH WEIGHTS LOADED AND BANDING													BAND/ GRADE
		RESP	X30	KNOW	X15	MENT	X20	INTERP	X20	PHY	X10	CONDIT	X5	TOTAL	
26	Internal Auditor	21	630	16	240	12	240	6	120	5	50	2	10	1,280	
27	ICT Officer-User Support	21	630	16	240	10	200	6	120	8	80	2	10	1,280	
28	Human Resources Officer	21	630	16	240	10	200	6	120	8	80	2	10	1,280	
29	Driver	20	600	11	165	7	140	6	120	8	80	3	15	1,120	6
30	Office Assistant	17	510	12	180	9	180	6	120	10	100	3	15	1,105	
31	Human Resources Assistant (BMW Office Assistant)	17	510	12	180	9	180	6	120	10	100	3	15	1,105	
32	Legal Assistant	17	510	12	180	9	180	6	120	10	100	3	15	1,105	
33	Receptionist - BMW Office Assistant	17	510	12	180	9	180	6	120	10	100	3	15	1,105	
34	Registry Assistant	18	540	11	165	8	160	6	120	5	50	1	5	1,040	
35	Assistant Accountant	15	540	13	195	9	180	4	80	4	40	1	5	1,040	7
36	Secretary	17	510	12	180	7	140	6	120	5	50	1	5	1,005	
37	Administration Officer	17	510	14	210	6	120	5	100	5	50	1	5	995	
38	Telephone Operator	14	420	11	165	7	140	10	200	4	40	3	15	980	
39	Receptionist	14	420	11	165	7	140	10	200	4	40	3	15	980	
40	Clerical Officer	11	330	7	105	5	100	4	80	7	70	3	15	700	8
41	Office Assistant	11	330	7	105	5	100	4	80	7	70	3	15	700	
42	Support Staff	11	330	7	105	5	100	4	80	7	70	3	15	700	

APPENDIX VII: LIST OF JOBS EVALUATED

	JOB TITLE
1	Chief Executive Officer
2	Chief Manager, Programs
3	Snr. Manager, ICT
4	Fund Manager
5	Snr. Manager, Corporate Affairs and Communications
6	National Programs Coordinator/ Deputy CEO
7	Chief Manager, Financial Services
8	Chief Manager, HR and Administration
9	Snr. Manager, Procurement
10	Legal Officer
11	Chief Internal Auditor
12	Snr. Internal Auditor
13	Manager Programs (Coordination)
14	Manager Program (M&E)
15	Manager, Corporate Planning and Strategy
16	Snr. Accountant
17	Internal Auditor
18	Snr. Manager, Administration
19	Executive Secretary
20	Communications Officer
21	ICT Technician
22	Administration Officer
23	Regional Coordinator
24	Fund Manager
25	Procurement Officer
26	Quality Assurance Manager
27	Accountant
28	System Administrator
29	Snr. Manager Human Resources
30	Office Assistant
31	ICT Technician
32	Human Resources Assistant
33	Driver
34	Procurement Assistant
35	Registry Assistant
36	Legal Assistant
37	Assistant Accountant
38	Human Resources Officer
39	Secretary
40	Clerical Officer
41	Administration Officer

42	Telephone Operator
43	Receptionist
44	Office Assistant
45	Support Staff

APPENDIX VIII: SALARY AND BENEFITS SURVEY QUESTIONNAIRE

CONSTITUENCY DEVELOPMENT FUND BOARD (CDFB)



**Huduma
Bora ni
haki Yako**



ELIUD & ASSOCIATES

**SALARY SURVEY QUESTIONNAIRE
SECTION ONE: BACKGROUND INFORMATION**

1	Number of Employees (Reporting Entity)	
2	Type or Class of Parastatal	
3	Annual Allocation/Budget/Turnover	
4	If you use Salary Range Structure, by what % do you increase your ranges?	
5	What is your merit increase?	

SECTION TWO: ALLOWANCES PER GRADING LEVEL

6. Which of these allowances do you provide and how much (kshs.) do you provide for each level of your grading structure

SI	TYPE	LEVEL 1 (HIGHEST)	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	LEVEL 6	LEVEL 7	LEVEL 8	LEVEL 9	LEVEL 10 (LOWEST)
1	House										
2	Extraneous Duty										
3	Entertainment										
4	Transport										
5	Medical										
6	Special Duty										
7	Hardship										
8	Responsibility										
9	Others										
10											
11											

SECTION THREE: BASIC SALARY SCALES FOR JOB TITLES (NOT INDIVIDUAL)

8. Kindly Provide Basic Salary Scales (kshs) For Job Titles Only, Not Individuals.

SI	JOB TITLE	NO. OF INCUMBENTS IN POSITION	MINIMUM (LEAST PAID GETS)	SALARY RANGES MIDPOINT	MAXIMUM (HIGHEST PAID GETS)	AVERAGE BASIC SALARY)
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
SI	JOB TITLE	NO. OF INCUMBENTS IN POSITION	MINIMUM (LEAST PAID GETS)	SALARY RANGES MIDPOINT	MAXIMUM (HIGHEST PAID GETS)	AVERAGE BASIC SALARY)
21						
22						
23						
24						
25						
26						
27						
28						

29						
30						
31						
32						
33						
34						
35						
36						
37						
38						
39						
40						
41						
42						
43						
44						

SECTION FOUR: LEVELS OF THE ORGANISATION STRUCTURE

9. How many levels do you have in your organization structure and what qualifications/year of relevant experience does one need to have belong to the grade or group category?

SI	DESCRIPTION OF THE GRADE OR LEVEL	QUALIFICATIONS OR NO. OF YEARS OF RELEVANT EXPERIENCE REQUIRED	TYPICAL JOB TITLES THAT BELONG TO THIS LEVEL OR GRADE
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

APPENDIX VIII (A): SALARIES SURVEY COPARATIVE TABLE

Description of Grade Level	Proposed Grade	Scale	HELB	NIB	KASNEB	KWS	NACC	WSRA	KIE	KNH	Average	CDF	Proposed Basic Salary Mid Point
Executive	1	MAX	360,000	270,000	360,000	340,000	339,041	270,000	54,153	340,000	291,649	428,448	400,508
		MIN	310,000	110,000	210,000	180,000	180,000	110,000	54,153	18,000	146,519	180,660	
Chief Managers/Heads of Department	2	MAX	127,980	110,244	270,000	252,000	254,281	220,000	49,474	110,244	174,278	126,835	141,226
		MIN	100,620	94,235	150,000	143,000	135,000	95,000	33,652	89,748	105,157	68,670	
Senior Managers	3	MAX	120,270	98,947	130,000	240,000	190,710	195,000	37,897	94,235	138,382	115,075	98,100
		MIN	94,235	77,527	66,000	132,500	101,250	85,000	26,182	77,527	82,528	59,580	
Middle Managers	4	MAX	98,947	81,404	60,000	186,220	143,033	124,320	31,657	85,474	101,382	103,235	72,224
		MIN	77,527	63,782	38,000	103,420	75,938	60,000	19,335	63,782	62,723	50,940	
Professional/ Technical Staff	5	MAX	81,404	51,556	48,000	148,000	71,516	80,512	28,867	59,092	71,118	95,940	56,081
		MIN	63,782	40,533	31,200	61,600	37,969	40,000	28,867	49,636	44,198	45,945	
Supervisory/Skilled Staff	6	MAX	47,117	32,115	29,350	74,000	53,637	42,328	22,635	56,725	44,738	68,670	25,388
		MIN	37,119	25,176	19,700	32,000	28,477	22,000	15,390	35,275	26,892	31,085	
Semi-skilled Staff	7	MAX	28,450	21,464	26,200	37,300	40,228	28,000	19,995	42,877	30,564	59,120	18,265
		MIN	21,650	16,505	17,250	19,300	21,357	18,000	11,475	26,323	18,983	23,700	
Support Staff	8	MAX	22,100	17,857	21,000	23,100	30,171	28,000	17,535	35,275	24,380	35,765	15,759
		MIN	15,400	13,333	14,050	11,400	16,018	18,000	5,970	16,692	13,858	15,925	

APPENDIX VIII (A): SALARIES SURVEY COPARATIVE TABLE

Description of Grade Level	Proposed Grade	Scale	HELB	NIB	KASNEB	KWS	NACC	WSRA	KIE	KNH	Average	CDF	Proposed Basic Salary Mid Point
Executive	1	MAX	360,000	270,000	360,000	340,000	339,041	270,000	54,153	340,000	291,649	428,448	400,508
		MIN	310,000	110,000	210,000	180,000	180,000	110,000	54,153	18,000	146,519	180,660	
Chief Managers/Heads of Department	2	MAX	127,980	110,244	270,000	252,000	254,281	220,000	49,474	110,244	174,278	126,835	141,226
		MIN	100,620	94,235	150,000	143,000	135,000	95,000	33,652	89,748	105,157	68,670	
Senior Managers	3	MAX	120,270	98,947	130,000	240,000	190,710	195,000	37,897	94,235	138,382	115,075	98,100
		MIN	94,235	77,527	66,000	132,500	101,250	85,000	26,182	77,527	82,528	59,580	
Middle Managers	4	MAX	98,947	81,404	60,000	186,220	143,033	124,320	31,657	85,474	101,382	103,235	72,224
		MIN	77,527	63,782	38,000	103,420	75,938	60,000	19,335	63,782	62,723	50,940	
Professional/ Technical Staff	5	MAX	81,404	51,556	48,000	148,000	71,516	80,512	28,867	59,092	71,118	95,940	56,081
		MIN	63,782	40,533	31,200	61,600	37,969	40,000	28,867	49,636	44,198	45,945	
Supervisory/Skilled Staff	6	MAX	47,117	32,115	29,350	74,000	53,637	42,328	22,635	56,725	44,738	68,670	25,388
		MIN	37,119	25,176	19,700	32,000	28,477	22,000	15,390	35,275	26,892	31,085	
Semi-skilled Staff	7	MAX	28,450	21,464	26,200	37,300	40,228	28,000	19,995	42,877	30,564	59,120	18,265
		MIN	21,650	16,505	17,250	19,300	21,357	18,000	11,475	26,323	18,983	23,700	
Support Staff	8	MAX	22,100	17,857	21,000	23,100	30,171	28,000	17,535	35,275	24,380	35,765	15,759
		MIN	15,400	13,333	14,050	11,400	16,018	18,000	5,970	16,692	13,858	15,925	

APPENDIX VIII (B): OUTCOMES OF THE BENEFITS SURVEY

HOUSING ALLOWANCE KSHS									
ORGANISATION	8	7	6	5	4	3	2	1	
KWS	80000	40000	34500	18250	12000	8000	6000	5500	
HELB	80000	60000	50000	40000	24000	20000	10000	10000	
NIB (est)	80000	40000	40000	24000	20000	10000	6000	5000	
AFC	40000	3000	30000	25000	25000	20000	18000	18000	
KASNEB	80000	55000	45000	35000	27000	21000	15000	10000	
WSRA	80000	55000	40000	30000	24000	20000	10000	8000	
KIE	70000	50000	40000	35000	24000	20000	18000	5000	
KNH	80000	60000	40000	30000	24000	21000	11000	7000	
AVERAGE	73750	45375	39938	29656	22500	17500	11750	8563	

PROPOSED	80,000.0	50,000.0	40,000.0	30,000.0	20,000.0	15,000.0	10,000.0	10,000.0	
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TRANSPORT ALLOWANCE KSHS									
ORGANISATION	8	7	6	5	4	3	2	1	
HELB		50000	35000	25000	19000	12000	6000	6000	
NIB (est)	24000	18000	18000	15000	12000	9000	6000	6000	
AFC	70000							2500	
NACC					10000	5000	5000	5000	
WSRA		18000	12000	7000	7000	5000	5000	3000	
KIE	13000	10000	6500	5000	3500	2800	2250	1800	
AVERAGE	35667	24000	17875	13000	10300	6760	4850	4050	

PROPOSED	NEGOTIATED	25,000.0	20,000.0	15,000.0	10,000.0	5,000.0	5,000.0	5,000.0	
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MEDICAL (IN PATIENT) ALLOWANCE KSHS									
#	ORGANISATION	8	7	6	5	4	3	2	1
	HELB								
	NIB								
	AFC								
	KASNEB		186000	186000	186000	186000	186000	124000	124000
	KWS	1000000	1000000	1000000	800000	800000	800000	650000	650000
	NACC								
	WSRA								
	KIE	3750	3750	3750	2500	2500	1875	1875	1875
	KNH	2490	1995	1740	1740	1740	1740	1725	1380
	AVERAGE	335413	297936	297873	247560	247560	247404	194400	194314
	PROPOSED	NEGOTIATED	500,000.0	500,000.0	500,000.0	500,000.0	500,000.0	300,000.0	300,000.0

MEDICAL (OUT PATIENT) ALLOWANCE KSHS									
#	ORGANISATION	8	7	6	5	4	3	2	1
	HELB								
	NIB	12450	9974	8700	8700	7500	7500	6224	6224
	AFC								
	KASNEB		33333	33333	7500	7500	7500	4583	4583
	KWS	35000	35000	35000	35000	35000	35000	35000	35000
	NACC								
	WSRA								
	KIE								
	KNH								
	AVERAGE	23725	26102	25678	17067	16667	16667	15269	15269

PROPOSED NEGOTIATED 30,000.0 30,000.0 20,000.0 15,000.0 15,000.0 15,000.0 15,000.0

HARDSHIP ALLOWANCE KSHS									
#	ORGANISATION	8	7	6	5	4	3	2	1
	HELB								
	NIB								
	AFC								
	KASNEB								
	KWS	2000	2000	2000	2000	2000	2000	2000	2000
	NACC								
	WSRA								
	KIE	1200	1200	1200	1200	1200	1200	1200	1200
	KNH								
	AVERAGE	1600	1600	1600	1600	1600	1600	1600	1600

	PROPOSED	NEGOTIATED	5,000.0	5,000.0	5,000.0	2,000.0	-	-	-
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SPECIAL DUTIES ALLOWANCE KSHS									
#	ORGANISATION	8	7	6	5	4	3	2	1
	HELB								
	NIB								
	AFC								
	KASNEB								
	KWS								
	NACC								
	WSRA								
	KIE	11789	9727	7998	6374	5690	4973	4445	3246
	KNH								
	AVERAGE	11789	9727	7998	6374	5690	4973	4445	3246

	PROPOSED	NEGOTIATED	10,000.0	10,000.0	5,000.0	3,000.0	-	-	-
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RESPONSIBILITY ALLOWANCE KSHS									
#	ORGANISATION	8	7	6	5	4	3	2	1
	HELB								
	NIB								
	AFC								
	KASNEB								
	KWS								
	NACC								
	WSRA								
	KIE	4716	3891	3199	2550	2276	1989	1778	1298
	KNH	2200	2200	2200	2200	2200	1500		
	AVERAGE	3458	3046	2700	2375	2238	1745	1778	1298

	PROPOSED	NEGOTIATED	5,000.0	5,000.0	3,000.0	2,000.0	-	-	-
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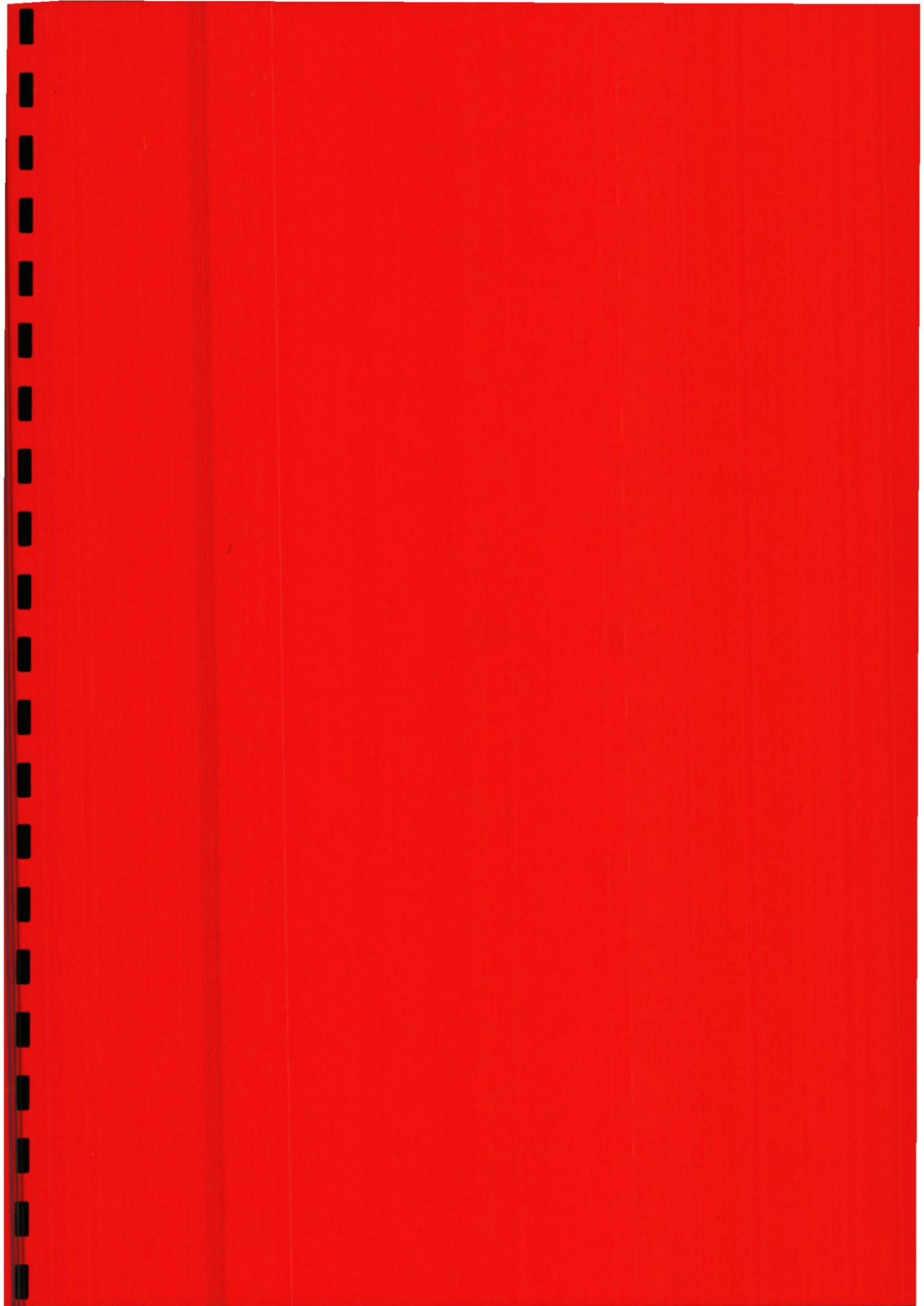
EXTRENEOUS ALLOWANCE KSHS									
#	ORGANISATION	8	7	6	5	4	3	2	1
	HELB								
	NIB								
	AFC								
	KASNEB								
	KWS				10000	10000	10000	8000	8000
	NACC								
	WSRA								
	KIE								
	KNH								
	AVERAGE				10000	10000	10000	8000	8000

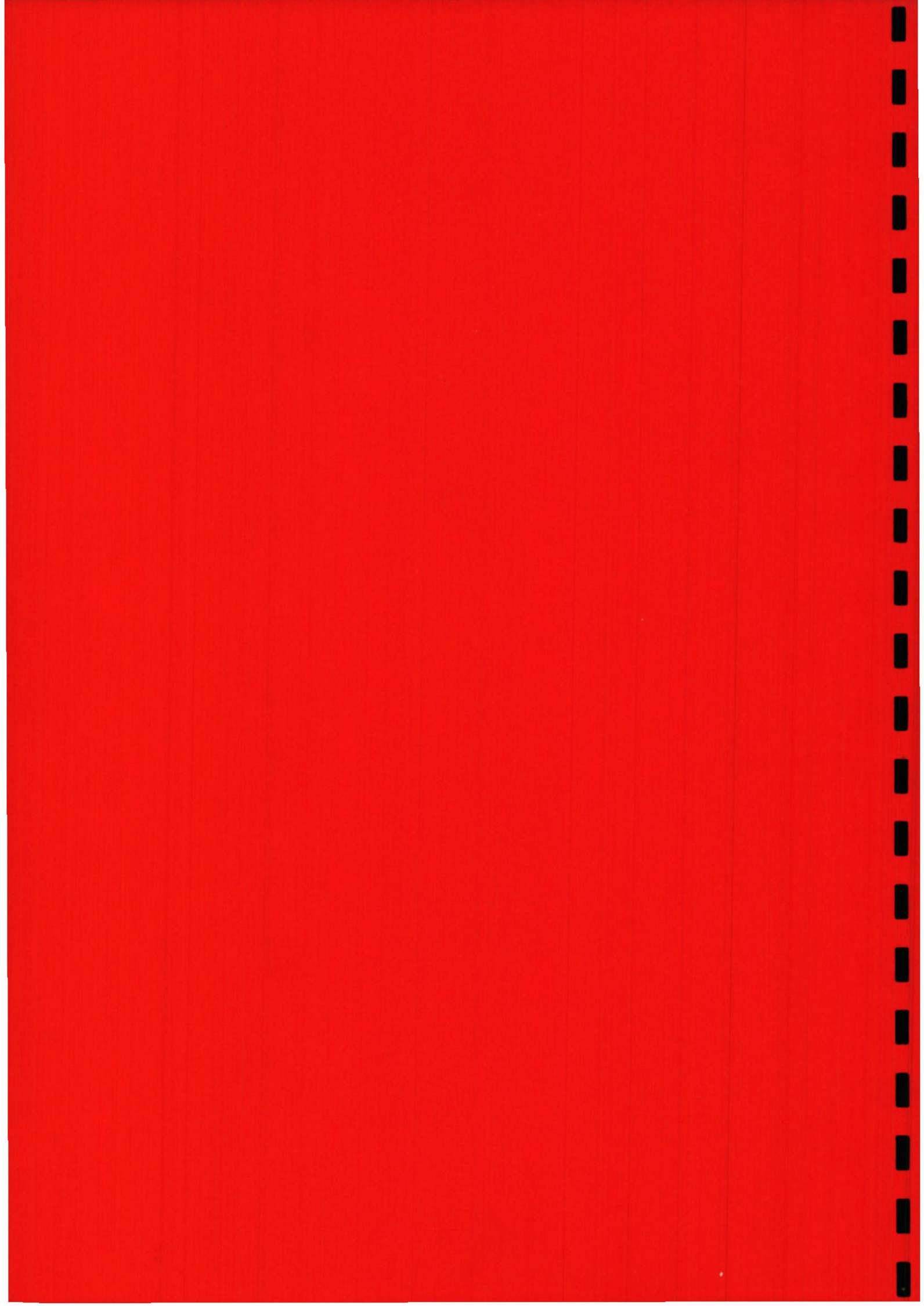
	PROPOSED	NEGOTIATED	20,000.0	20,000.0	15,000.0	10,000.0	-	-	-
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ENTERTAINMENT ALLOWANCE KSHS									
#	ORGANISATION	8	7	6	5	4	3	2	1
	HELB								
	NIB								
	AFC								
	KASNEB		20000	15000	10000				
	KWS								
	NACC								
	WSRA								
	KIE	20000	3500	2500	2000	1500			
	KNH	1500	680	680	680	680			
	AVERAGE	10750	11750	8750	6000	1500	#DIV/0!	#DIV/0!	#DIV/0!

	PROPOSED	NEGOTIATED	10,000.0	10,000.0	5,000.0	-	-	-	-
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CONSTITUENCY DEVELOPMENT FUND BOARD (CDFB)

**FINAL REPORT ON
JOB DESCRIPTIONS AND SPECIFICATIONS**

PREPARED BY:

ELIUD and ASSOCIATES (E&A)

P.O. BOX 9483-00100

NAIROBI

MOBILE : 0711-649066/0733-766204

TEL : TEL:020-2243623/2243625

FAX : 2243633

Email: eliudowalo@gmail.com

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1.0 CHIEF EXECUTIVE OFFICER

1.1 JOB DESCRIPTION

Job title	: Chief Executive Officer
Location	: Head Office
Department	: CEO
Reporting to	: The Board
Supervises	: Chief Manager Programmes, Chief Manager HR and Admin. Chief Manager, Corporate and Legal Affairs, Chief Internal Auditor, Snr. Manager, Procurement

A: PURPOSE OF THE JOB

To manage the CDF Board's strategic focus and steer its integrity as an excellent agent of national development by ensuring that the CDF Board's Mandate is achieved by effectively and efficiently managing and controlling the operations of all the departments.

B: MAIN TASKS AND RESPONSIBILITIES

(I) POLICY AND STRATEGY MANAGEMENT

1. Coordinates formulation and implementation of corporate policies and strategies towards achievement of the core mandate of the CDF Board ;
2. Spearheads formulation and implementation of corporate business plans;
3. Monitors and ensures optimal financial performance;
4. Develops vision for the future and mobilizes staff to apply skill, knowledge, competences, efforts and resources towards attainment of the vision; and
5. Coordinates policy-development and management by facilitating regular Board meetings.

(II) LEADERSHIP

1. Communicates with various teams to disseminate plans and key decisions with a view to gaining their commitment in implementing them;
2. Sets SMART objectives for individual managers and teams;
3. Facilitates staffing, training and development of employees;
4. Reviews achievement of objectives against agreed targets; and
5. Inspires technical/professional and support staff to deliver excellent performance.

(III) LEGAL RESPONSIBILITIES

1. Institutes legal actions on behalf of the CDF Board;
2. Defends the CDF Board against legal actions;
3. Executes contracts and deeds on behalf of the CDF Board; and
4. Keeps custody of the CDF Board's assets and corporate seal.

(IV) PUBLIC RELATIONS

1. Hosts public relations functions to promote corporate image and programmes of the CDF Board;
2. Initiates and maintains collaboration with the CDF Board's stakeholders;
3. Represents the CDF Board in public functions;
4. Meets and/or receives CEOs and VIPs from other institutions; and
5. Encourages dialogue between the CDF Board and the public.

(V) RESOURCES ALLOCATION AND UTILIZATION

1. Allocates corporate resources equitably between various activities of the CDF Board;
2. Reviews budgets to addresses changing needs;
3. Reschedules programmes to conform to new demands;
4. Monitors progress made on corporate plans;
5. Authorizes expenditure within the threshold approved by the law or government regulations;
6. Reviews operational performance of the departments;
7. Verifies budgetary estimates of the departments and programmes; and
8. Initiates sound cost management programmes.

(VI) CHANGE MANAGEMENT

1. Assesses the environment to identify the potential opportunities for change and institutional transformation;
2. Facilitates actions for designing and developing new programmes/projects to respond to the needs of the Communities;
3. Facilitates programmes for strengthening organizational structure, systems and processes to deliver organizational excellence; and
4. Recommends to the CDF Board the critical changes in policies, systems and programmes for adoption.

C: CONTACTS

(i) Internal:

- Heads of Department; and
- Other members of staff at all levels.

(i) External:

- Members of Parliament;
- Ministry of Planning;
- Ministry of Finance;
- Members of the Public;
- Heads of Civil Society Organizations;
- The Media;
- Other Ministries; and
- Heads of Parastatals.

1.2 JOB SPECIFICATIONS

Job title : Chief Executive Officer

Location : Head Office

A: Minimum Academic Qualifications

Masters Degree in Business Administration, Finance, Accounting, Engineering, Economics, Community development, Law or any related field from a recognized University.

B: Professional Qualifications

Post-graduate training in any of the following fields; Strategic Management; Projects Planning and Management; Accounting and Finance; or Human Resource Management.

C: Work Experience

10 years working experience at senior management level in a relevant field.

D: Other Skills

- Proven track record in Leadership and demonstrated capacity to articulate a clear Vision and motivate staff;
- Strong communication and Interpersonal Skills;
- Knowledge of financial regulations and procedures;
- Sound knowledge of Public Service Reform Programme;
- Working knowledge of Labour legislation;
- Excellent Team and personal leadership;
- Ability to develop others and build coherent effective teams;
- Flexibility;
- Management experience and skills;
- Strategic management;
- Being ready to work under pressure;
- Self-drive; and
- Computer literate.

2.0 CHIEF MANAGER, PROGRAMMES

2.1 JOB DESCRIPTION

Job title	: Chief Manager, Programmes
Location	: Head Office
Department	: Programmes
Reporting to	: Chief Executive Officer
Supervises	: Snr. Program Managers

A: PURPOSE OF THE JOB

To ensure overall coordination of programme activities and provide linkages and support to other departments in the implementation of the projects.

B: MAIN TASKS AND RESPONSIBILITIES

1. Deputizing for the Chief Executive Officer;
2. Receives and documents complaints from the constituencies;
3. Analyzes the complaints and presents results of the analysis to the Complaints and Arbitration Committee for deliberation;
4. Organizes monitoring and evaluation of the CDF funded projects;
5. Prepares the CDF Board Annual Reports;
6. Liaises with other Heads of Department on projects implementation;
7. Responsible for performance of Senior Programme Managers, Regional Coordinators, FAMs, and other departmental heads of Government Ministries at the district level;
8. Compiles Project Implementation Schedules;
9. Provides linkage between the CDF Board and the Parliamentary Constituency Fund Committee;
10. Prepares and controls departmental annual budget;

11. Identifies training needs and facilitates implementation of training programs of the department; and
12. Organizes meetings and trainings for Government Officers involved in the implementation of the programme.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Heads of Department;
- Program Managers; and
- Project Coordinators.

(ii) External

- Board Members;
- Constituency Fund Committee;
- Members of Parliament;
- Heads of various Government Departments at District level; and
- Other Stakeholders.

2.2 JOB SPECIFICATIONS

Job title	: Chief Manager, Programmes
Location	: Head Office
Department	: Programs
Supervises	: Snr. Program Managers

A: Minimum Academic Qualifications

Masters Degree in Social Sciences (Economics, Development Studies e.t.c) or Business related field.

B: Professional/Technical Qualifications

Post-graduate Diploma in Project Management.

C: Work Experience

7 years working experience in relevant field at senior management level.

D: Other Skills

- Excellent written and oral Communication skills;
- Interpersonal relation skills;
- Leadership Skills;
- Teamwork;
- Ability to work under pressure;
- Self-drive; and
- Computer literate.

3.0 PROGRAMME MANAGER (COORDINATION)

3.1 JOB DESCRIPTION

Job title	: Programme Manager (Coordination)
Location	: Head Office
Department	: Programmes Department
Reporting to	: Chief Manager Programmes
Supervises	: Regional Coordinators

A: PURPOSE OF THE JOB

To coordinate activities of the Programmes department both at the Headquarters and in the field, and ensure timely disbursement of funds to the constituencies and accountability for the funds disbursed to the constituencies in accordance with the Provisions of the CDF Act.

B: MAIN TASKS AND RESPONSIBILITIES

1. Reviews and analyses project proposals and requests from the constituencies and presents results of the analysis to the Projects Technical Committee for consideration;
2. Is the secretary to the Projects Technical Committee;
3. Handles reports from the Constituency Fund Committee of Parliament and forwards the deliberations of the Board to the Constituency Development Fund committees;
4. Prepares monthly reports to the Constituencies Fund Committee;
5. Facilitates training and provides advisory services to Constituency Development Funds Committees;
6. Assists in preparation of annual work plans and budgets for the department;
7. Assists in preparation of the annual reports on programme implementation;
8. Handles reallocations, resubmissions and requisition of projects;
9. Assists in organizing meetings and training of Government officers involved in the implementation of the programme; and

10. Ensures compilation of records and submission of returns from the constituencies.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Heads of Department;
- Project staff; and
- Other members of staff.

(ii) External:

- Members of Parliament;
- District Development Officers; and
- Heads of various Government Departments at District level.

3.2 JOB SPECIFICATIONS

Job title : Programme Manager (Coordination)
Location : Head Office
Department : Programmes Department

A: Minimum Academic Qualifications

Bachelors Degree in Quantity Survey.

B: Professional Qualifications

Postgraduate qualification in project management.

C: Work Experience

7 years relevant work experience at Middle Management Level.

D: Other Skills

- Excellent communication skills;
- Interpersonal skills;
- Team and personal leadership;
- Ability to develop others and build coherent effective teams;
- Flexibility;
- Be ready to work under pressure;
- Self-drive;
- Computer literate; and
- Basic financial management skills.

4.0 PROGRAMME MANAGER (M & E)

4.1 JOB DESCRIPTION

Job title	: Programme Manager (M & E)
Location	: Head Office
Department	: Projects
Reporting to	: Chief Manager, Programmes
Supervises	: None

A: PURPOSE OF THE JOB

To coordinate responses to complaints and measure performance, achievements and successes of various programmes and projects implemented under the CDF Fund in order to determine the impact they are creating on the communities.

B: MAIN TASKS AND RESPONSIBILITIES

1. Receives and analyses and documents complaints from the constituencies;
2. Requests for information from the Constituency offices in order to formulate appropriate responses to the complaints;
3. Recommends to the Complaints and Arbitration Committee appropriate actions to be taken in respect to particular complaints;
4. Acknowledges receipt of complaints and provides feedback to the complainants;
5. Prepares and maintains minutes of the Complaints Committee meetings;
6. Receives and forwards monthly returns from the Constituencies to the relevant departments;
7. Reviews project implementation progress and prepares and compiles quarterly implementation status reports and ensures the same is updated;
8. Prepares results-based mapping on M & E activities; and
9. Prepares periodic M & E reports to provide information for decision-making;

10. Organizes orientation and training of stakeholders before involving them in M & E processes;
11. Prepares M and E work plans for all constituencies;
12. Carries out periodic assessment of the impact of the CDF Fund on the communities
13. Determines the factors that can enable sustainability of the programmes/activities;
14. Assesses the efficiency of the Fund in relation to programmes implemented by other partners; and
15. Identifies and disseminates critical lessons learnt from the experiences of implementing the programmes.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Heads of Department;
- Secretariat staff;
- Regional Coordinator; and
- Project Coordinators

(ii) External

- Members of Parliament;
- Ministry Officials;
- Board Members;
- General public (Complainants); and
- Service Providers e.g. Contractors.

4.2 JOB SPECIFICATIONS

Job title : Programme Manager (M & E)
Location : Head Office
Department : Programmes

A: Minimum Academic Qualifications

Bachelors Degree in Civil Engineering.

B: Professional/Technical Qualifications

Post-graduate training in Project Management.

C: Work Experience

3 years at Middle Management Level.

D: Other Skills

- Excellent Communication skills;
- Analytical Skills;
- Interpersonal relation skills;
- Leadership Skills;
- Teamwork;
- Basic Knowledge in Finance (Budgeting);
- Ability to work under pressure;
- Self-drive; and
- Computer literate.

5.0 REGIONAL COORDINATOR

5.1 JOB DESCRIPTION

Job title	: Regional Coordinator
Location	: Regional Office
Department	: Programmes
Reporting to	: Programme Manager (Coordination)
Supervises	: Fund Manager; Driver and Office Assistant

A: PURPOSE OF THE JOB

To provide professional services to the Constituency Development Funds Committee and linkage of the CDF Board with the stakeholders within the region.

B: MAIN TASKS AND RESPONSIBILITIES

1. Liaises with Project Coordinators in Constituencies within the region in order to update project implementation status report and build a data bank;
2. Maintains records of funds disbursed and received by each constituency;
3. Advises CDFCs and Project Coordinators on existing government procurement procedures they are required to follow;
4. Assists in solving conflicts between local residents and CDFCs as a support to Project Coordinators;
5. Responds to Audit queries concerning the operations of the Region;
6. Responds to complaints from stakeholders in the region;
7. Coordinates Monitoring and Evaluation of CDF projects in the region;
8. Represents CDF Board at various stakeholder forums organized by both government and civil society sectors in the region;
9. Coordinates CDF Board sponsored trainings in order to capacity-build CDFCs;
10. Ensures accountability and responsibility for Project Coordinators; and
11. Prepares and submits regional returns to the Head Office.

C: CONTACTS

(i) Internal:

- Heads of Department;

(ii) External

- Members of parliament,
- Heads of departments of line ministries e.g public works officer;
- PMC'S;
- CDFC employees; and
- Members of the Public.

5.2 JOB SPECIFICATIONS

Job title : Regional Coordinator
Location : Regional Office
Department : Programmes

A: Minimum Academic Qualifications

Bachelors Degree in business/finance/community development or any other related fields.

B: Professional/Technical Qualifications

Postgraduate qualification in Project Management, Business Administration or any Business related field.

C: Work Experience

3 years

D: Other Skills

- Communication skills;
- Interpersonal Relation skills;
- Teamwork;
- Analytical skills;
- Proactive;
- Honesty;
- Integrity;
- Confidence;
- Ability to work under pressure and meet deadlines;
- Time and self management skills; and
- Computer literate.

6.0 FUND MANAGER

6.1 JOB DESCRIPTION

Job title	: Fund Manager
Location	: Constituency
Department	: Programs
Reporting to	: Regional Coordinator
Supervises	: None

A: PURPOSE OF THE JOB

To provide project management and coordination services to the Constituency Development Fund's Committee; link the CDF Board and all the stakeholders at the Constituency level and provide Accounting services to the Constituency Development Fund's Committee at the Constituency level.

B: MAIN TASKS AND RESPONSIBILITIES

1. Oversees Project Management, Monitoring, Evaluation and Reporting at the Constituency level;
2. Is the CDF Board Secretariat's AIE holder at the Constituency level;
3. Provides technical advice to the CDF Committees on CDF matters;
4. Links PMC'S with relevant government departments for technical advice;
5. Prepares monthly returns and handles correspondences between the CDF Board Secretariat and the Constituency;
6. Keeps safe custody of the CDFC assets at the constituencies level and coordinates their prudent use;
7. Liaises with line ministries to obtain technical inputs for the implementation of projects within the constituency;
8. Prepares appropriate documentation on projects for operational and audit purposes;

9. Ensures safe custody of the CDF Documents;
10. Keeps Minutes of CDF Committee meetings;
11. Monitors projects implementation and prepares status or progress reports;
12. Prepares work plans for project implementation;
13. Disseminates information to internal users viz. CDFC Regional office and head office;
14. Disseminates information to external users such as District Department heads, NGO's and other Stakeholders so as to enhance proper coordination and avoid duplication of efforts, finances etc;
15. Coordinates preparation of annual plans (budgets -2nd and 3rd schedule) and end of year report (4th and 5th schedule); and
16. Facilitates capacity building of the local community to take up their roles in project identification and prioritization and in proposal writing and management.
17. Prepare CDFB Constituency Budgets, financial reports and returns;
18. Mandatory signatory to all Cheques issued at the Constituency level;
19. Ensures safe custody and prudent utilization of the CDFC finances;
20. Prepares appropriate financial and accounting documentation on projects for operational and audit purposes;
21. Prepares reconciliation statements for CDFC Accounts;
22. Prepares expenditure returns for the Constituency CDF office;
23. Prepares payment vouchers and Maintains cash book, vote book etc;
24. Ensures safe custody of the CDF financial and accounting Documents;
25. Controls expenditure at the Constituency CDF office and prepares monthly expenditure reports; and
26. Prepares Constituency annual financial plans (budgets -2nd and 3rd schedule) and end of year financial report (4th and 5th schedule).

C: CONTACTS

(i) Internal:

- Regional Coordinator; and
- Heads of Department;

(ii) External

- Heads of departments of relevant line ministries e.g. Public Works officer;
- PMC'S;
- CDFC employees; and
- Members of the Public.

6.2 JOB SPECIFICATIONS

Job title : Fund Manager
Location : Constituency
Department : Programs

A: Minimum Academic Qualifications

Bachelors Degree in Commerce, Accounting Option.

B: Professional/Technical Qualifications

Postgraduate Training in Accounting; and
Postgraduate Training in Project Management.

C: Work Experience

3 years relevant work experience in Accounting Field; and
3 years relevant work experience in Project Management.

D: Other Skills

- Excellent Communication skills;
- Integrity;
- Interpersonal relation skills;
- Leadership Skills;
- Teamwork;
- Basic Knowledge in Finance (Budgeting);
- Ability to work under pressure;
- Self-drive; and
- Computer literate.

7.0 CLERICAL OFFICER

7.1 JOB DESCRIPTION

Job title	: Clerical Officer
Location	: Constituency
Department	: Programs
Reporting to	: Fund Manager
Supervises	: None

A: PURPOSE OF THE JOB

To provide administrative and clerical support and assist in the running of the constituency office.

B: MAIN TASKS AND RESPONSIBILITIES

1. Assists with all administrative duties within the constituency office providing general support to operational services;
2. Assists with the provision of comprehensive confidential secretarial service to constituency office operational services;
3. Act as first point of contact with the public and other stakeholders at the constituency level dealing with complaints, service enquiries;
4. Assist with the implementation of tendering / quotations and procurement procedures at the constituency level while ensuring that CDFB policies are adhered to;
5. Facilitates meetings including the issuing of agendas to all concerned parties and taking minutes as required;
6. Carries out research on matters pertaining to constituency office operations and produce reports, etc as required;
7. Develop and maintain databases and any other information resources at the constituency level as necessary, and administration of all records relating to all constituency operations;
8. Assists with messengerial duties as requested;

9. Assumes dispatch duties as necessary;
10. Updates and maintains mailing lists at the constituency level;
11. Gathers and collects information as may be instructed; and
12. Any other duties as assigned.

C: CONTACTS

(i) Internal:

- Project Coordinator; and
- Fund Account Manager.

(ii) External

- Members of Parliament;
- Suppliers of goods and services; and
- Members of the Public.

7.2 JOB SPECIFICATIONS

Job title : Clerical officer
Location : Constituency
Department : Programs

A: Minimum Academic Qualifications

O' Level with Minimum Division 3 or Grade C.

B: Professional/Technical Qualifications

Training in basic Office Administration.

C: Work Experience

At least 3 years relevant clerical/secretarial experience within an office based environment.

D: Other Skills

- Word Processing skills;
- Experience in taking Minutes at Meetings;
- Maturity, discretion, enthusiasm and positive attitude;
- Good organizational skills and effective records management skills;
- Good oral and written communication skills;
- Self starter who can work independently;
- Skills in establishing priorities and managing workload;
- Ability to follow directives;
- Integrity;
- Interpersonal relation skills;
- Basic Knowledge in office operations;
- Ability to work under pressure; and
- Computer literate.

8.0 CHIEF INTERNAL AUDITOR

8.1 JOB DESCRIPTION

Job title	: Chief Internal Auditor
Location	: Head Office
Department	: Internal Audit and Risk Management
Reporting to	: CEO - Administratively Board Audit and Risk Management Committee - Functionally
Supervises	: Snr. Internal Auditors; and Risk Management Officer

A: PURPOSE OF THE JOB

To carry out systematic review of the operations and give feedback to the Board and Management on the effectiveness of the systems and internal controls; oversee the development and implementation of pro-active risk management policies with a view to attaining continuous efficiency and optimality in operations and managing corporate risk to facilitate achievement of the corporate goals and objectives.

B: MAIN TASKS AND RESPONSIBILITIES

1. Carries out secretarial responsibilities for the Audit Committee and Risk Management Committee;
2. Follows up action points as directed by the Audit Committee and Risk Management Committee;
3. Carries out special investigative audits as assigned by the CEO;
4. Prepares budgets for the Internal Audit department;
5. Organizes external meetings for the Audit and Risk Management Committees;
6. Oversees administration of the Internal Audit and Risk Management Functions;

7. Carries out annual performance appraisal for the Audit and Risk Management staff;
8. Prepares and controls departmental annual budget; and
9. Identifies training needs and facilitate implementation of training programmes of the department.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Internal Auditors;
- Risk Management Officer;
- Heads of Department;
- Fund Account Managers;
- Regional Coordinators;
- Project Coordinators; and
- Other members of staff.

(ii) External:

- Constituency Development Fund Committee;
- PMCs;
- Technical (government) officers at the District level;
- District Development Officers;
- Audit Consultants;
- Risk Management Consultants;
- Kenya National Audit Office(KENAO);
- Internal Auditor General; and
- Efficiency Monitoring Unit(EMU).

8.2 JOB SPECIFICATIONS

Job title : Chief Internal Auditor
Location : Head Office
Department : Internal Audit and Risk Management

A: Minimum Academic Qualifications

Masters Degree in Business related field.

B: Professional Qualifications

Certified Public Accountant (CPA) or equivalent.

C: Work Experience

7 years relevant work experience in a senior position.

D: Other Skills

- Excellent communication skills;
- Interpersonal skills;
- Team and personal leadership;
- Ability to develop others and build coherent effective teams;
- Management experience and skills;
- Be ready to work under pressure;
- Self-motivated; and
- Computer literate.

9.0 SNR. INTERNAL AUDITOR

9.1 JOB DESCRIPTION

Job title	: Snr. Internal Auditor
Location	: Head Office
Department	: Internal Audit
Reporting to	: Chief Internal Auditor
Supervises	: Auditors

A: PURPOSE OF THE JOB

To review functions, processes and systems in line with the laws, regulations and policies and assure the board on compliance and risk assessment and make recommendations on improvements.

B: MAIN TASKS AND RESPONSIBILITIES

1. Carries out regular review of the CDF systems;
2. Reviews operational compliance with the provisions of the CDF Act and other Government regulations;
3. Undertakes special audit or investigative audit assignments;
4. Carries out checks to confirm that risk assessment of the CDF Board activities is carried out annually;
5. Designs, develops and implements audit programs;
6. Reviews the Internal Audit's work and prepares the summary of the reports for submission to the Audit and Risk Management committee;
7. Plans and executes internal audit programs;
8. Undertakes spot checks for compliances assessments;
9. Trains process owners on self-auditing; and
10. Prepares periodic audit reports for Board action.

C: CONTACTS

(i) Internal:

- Board of Directors;
- Chairman of the Audit Committee; and
- All staff.

(ii) External:

- CDFCs;
- PMC;
- Kenya National Audit Office;
- Kenya Anti-Corruption Commission;
- Internal Auditor General (IAG);
- Efficiency Monitoring Unit (EMU); and
- Suppliers.

9.2 JOB SPECIFICATIONS

Job title : Snr. Internal Auditor

Location : Head Office

Department : Internal Audit

A: Minimum Academic Qualifications

Bachelor's degree in Commerce or business related field.

B: Professional/Technical Qualifications

CPA (K).

C: Work Experience

3 years work experience as Internal Auditor at supervisory level.

D: Other Skills/Competencies

- Computer skills;
- Analytical skills;
- Communication skills;
- Integrity;
- Be able to work under pressure; and
- Self-motivated.

10.0 INTERNAL AUDITOR

10.1 JOB DESCRIPTION

Job title	: Internal Auditor
Location	: Head Office
Department	: Internal Audit
Reporting to	: Senior Internal Auditor
Supervises	: None

A: PURPOSE OF THE JOB

To examine accounting systems and internal controls and test if transactions and practices are complying with them.

B: MAIN TASKS AND RESPONSIBILITIES

1. Checks whether all payment vouchers are fully supported by relevant documents which must be duly authorized by relevant officers;
2. Confirms whether all payments are processed through approved procedures;
3. Verifies the existence of the persons or suppliers being paid;
4. Carries out audit tests and procedures;
5. Checks maintenance of accurate accounting records;
6. Advises on weakness of internal control system detected;
7. Ensures that there is proper authorization in recording and controlling of transactions;
8. Prepares periodic or special reports on given assignment; and
9. Carries out any special audit assignment as may be directed from time to time.

C: CONTACTS

(i) Internal:

- Chief Executive Office;
- Heads of Department; and
- All staff members.

(ii) External

- All stakeholders;
- All partners; and
- Members of the Public/Visitors.

10.2 JOB SPECIFICATIONS

Job title : Internal Auditor
Location : Head Office
Department : Internal Audit

A: Minimum Academic Qualifications

KCSE – Grade C+

B: Professional/Technical Qualifications

CPA II.

C: Work Experience

3 years in a busy working environment.

D: Other Skills

- Effective Communication skills;
- Interpersonal Skills;
- Computing Skills;
- Report writing skills; and
- Computer literate.

11.0 QUALITY ASSURANCE MANAGER

11.1 JOB DESCRIPTION

Job title	: Quality Assurance Manager
Location	: Head Office
Department	: Internal Audit and Quality Assurance
Reporting to	: Chief Internal Auditor
Supervises	: None

A: PURPOSE OF THE JOB

Developing operational policies, systems and procedures, assessing the likely risks that the CDFB is likely to face in the course of implementing its programmes and activities; developing and implementing an appropriate enterprise Risk Management framework to ensure effective implementation of the Board's programmes and activities.

B: MAIN TASKS AND RESPONSIBILITIES

- Oversees the development of and ensures adherence to operational policies, systems and procedures;
- Develops, disseminates and implements the CDFB Enterprise Risk Management (ERM) framework;
- Determines and advises on the appropriate ERM infrastructure;
- Develops strategies for aligning the risk management framework to the strategic management process;
- Develops, communicates and implements appropriate risk management policies, programmes and activities;
- Identifies risk ownership gaps and overlaps requiring resolution to ensure appropriate ownership of the priority risks, monitors and evaluates the planned actions to fill the gaps and clarifies the overlaps;

- Works with appropriate departmental Heads to establish the control environment that monitors risks across the organization, oversees and enforces risk management policies and limits, and instills the necessary discipline to close significant gaps in risks management capabilities while ensuring that organizational and cultural issues are managed effectively;
- Directs the Enterprise Risk function with respect to (a) the collection, aggregation, summarization and assessment of data points obtained from various functions regarding risk management, performance and exposures to potential future events, and (b) the assembly and distribution of risk management reports;
- Establishes, communicates and facilitates the use of appropriate ERM methodologies, tools and techniques;
- Establishes enabling frameworks such as common risk language which facilitate the collection, analysis, synthesis and sharing of risk and risk management data, information and knowledge;
- Validates risk measurement methodologies in place to ascertain the integrity of the underlying data, information and knowledge;
- Facilitates sharing of best risk management practices across the organization; and
- Undertakes appropriate risk reporting to the Board, audit committee and management.

C: CONTACTS

(i) Internal:

- Chief Internal Auditor;
- Heads of Department; and
- All staff members.

(ii) External

- CDFCs;
- PMC;
- Risk Management Consultants;
- Kenya Anti-Corruption Commission;
- Efficiency Monitoring Unit(EMU); and
- Suppliers.

11.2 JOB SPECIFICATIONS

Job title	: Quality Assurance Manager
Location	: Head Office
Department	: Internal Audit and Quality Assurance

A: Minimum Academic Qualifications

University degree in Accounting or Business Administration.

B: Professional/Technical Qualifications

Professional qualification in Risk Management, Auditing, Accounting, or Information Systems.

C: Work Experience

At least 5 years of relevant professional experience gained in a reputable professional firm or Industry.

D: Other Skills

- A strategic thinker, i.e., possesses the authority and resources to monitor the performance of risk units and risk owners on matters of significance to the enterprise as a whole;
- Clear understanding of the risks that the CDFB must take to effectively realize its mandate;
- Excellent communication, facilitation and interpersonal skills;
- A particularly strong team player with ability to organize and motivate others who in most cases may be in a more senior position;
- Ability to operate effectively and gain respect at all levels of the organization;
- Have a strong presence and be able to interact effectively with senior management;
- Be concise and direct in communication;
- Be able to effectively analyze significant amounts of data and information and distill it to the key points that help senior management analyze risks in given situations;
- Be strong in organizational technological awareness; and
- Have the capability to accumulate, summarize and interpret risk reports from business units, risk units, support units and assurance units.

12.0 CHIEF MANAGER, HR AND ADMINISTRATION

12.1 JOB DESCRIPTION

Job title	: Chief Manager, HR and Administration
Location	: Head Office
Department	: Human Resources and Administration
Reporting to	: Chief Executive Officer
Supervises	: (i) Snr. Manager HR (II) Snr. Manager Administration

A: PURPOSE OF THE JOB

To formulate appropriate human resources management and administrative strategies, policies and programmes which will contribute to creation of enabling work environment for employees of CDF Board to apply their skills and energies towards achievement of the Organization's mandate. This will also include provision of the professional advice to the Board and Management with a view to adopting and applying best practices in Human Resources Management and general administration.

B: MAIN TASKS AND RESPONSIBILITIES

1. Formulates and regularly reviews relevant Human Resource strategies, policies and programmes for the CDF Board Secretariat;
2. Provides professional advice on Human Resource Management issues to the Board and Management;
3. Coordinates staff recruitment and selection processes;
4. Coordinates deployment and effective utilization of the Organization's human resources;
5. Initiates appropriate programs for ensuring that the right organizational culture is created and sustained in the Organization;
6. Analyzes the effectiveness of HR systems and suggests improvements that facilitate realization of the organizational goals and objectives;
7. Carries out regular Human Resource planning;
8. Ensures effective salary administration and reward management, including administration of staff payroll;

9. Ensures compliance with the Labour Laws and Government regulations;
10. Coordinates implementation of staff training and development policy to ensure the organization has the required skills and competencies;
11. Coordinates performance management scheme;
12. Coordinates general HR administration process including staff discipline and implementation of terms and conditions of service;
13. Manages the Human Resource records;
14. Coordinates staff welfare activities;
15. Administers the service gratuity for officers on contract terms;
16. Oversees general transport services, registry operations, and office administration;
17. Oversees maintenance and management of CDF Board assets;
18. Prepares and controls departmental annual budget;
19. Identifies training needs and facilitates implementation of training programs of the department;
20. Ensure efficient administration of all the Board's insurance policies;

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- NPC/Deputy CEO;
- Heads of Department; and
- All members of staff.

(ii) External:

- Government Officers;
- Consultants;
- Other HR Officers in state corporations;
- Directors of HSSF and NHII ;
- HELB; and
- Learning institutions.

12.2 JOB SPECIFICATIONS

Job title : Chief Manager, HR and Administration
Location : Head Office
Department : Human Resources and Administration

A: Minimum Academic Qualifications

Masters Degree in Business Administration or its equivalent.

B: Professional Qualifications

Post-graduate diploma in Human Resources Management.

C: Work Experience

7 years relevant experience in human resource management at senior management level.

D: Other Skills

- Excellent negotiation skills;
- Excellent communication skills;
- Interpersonal skills;
- Team and personal leadership skills;
- Ability to develop others and build coherent effective teams;
- Ability to make decisions;
- Ability to work under pressure;
- Strategic thinking;
- Persistence and courage;
- Self-motivated; and
- Computer literate.

13.0 SENIOR MANAGER HR

13.1 JOB DESCRIPTION

Job title	: Senior Manager HR
Location	: Head Office
Department	: Human Resources and Administration
Reporting to	: Chief Manager, HR and Administration
Supervises	: (i) Human Resources Officer

A: PURPOSE OF THE JOB

To provide professional/technical support in the maintenance of a conducive work environment through effective coordination of Human Resource management programmes and activities.

B: MAIN TASKS AND RESPONSIBILITIES

1. Processes letters of appointment as authorized;
2. Coordinates the staff training activities;
3. Oversees efficient performance of the general Human Resources management administration, including HR Records management and Pensions administration;
4. Coordinates performance management processes;
5. Administers staff welfare activities such as Group Medical Cover, Group personal Accident Cover, WIBA, NHIF and NSSF; and
6. Undertakes administrative activities related to staff discipline.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Heads of Department;
- Secretariat staff;
- Regional Coordinator; and

- Project Coordinators.

(ii) External

- Members of Parliament;
- Ministry Officials;
- Board Members;
- General public (Complainants); and
- Contractors.

13.2 JOB SPECIFICATIONS

Job title : Senior Manger HR
Location : Head Office
Department : Human Resources and Administration

A: Minimum Academic Qualifications

Bachelors Degree in social sciences.

B: Professional/Technical Qualifications

Postgraduate training in Human Resources Management.

C: Work Experience

5 years experience in human resource management at equivalent level.

D: Other Skills

- Excellent written and oral Communication skills;
- Interpersonal relation skills;
- Teamwork;
- Leadership skills;
- Ability to work under pressure;
- Self-drive;
- Integrity;
- Honesty; and
- Computer literate.

14.0 HUMAN RESOURCES OFFICER

14.1 JOB DESCRIPTION

Job title	: Human Resources Officer
Location	: Head Office
Department	: Human Resources and Administration
Reporting to	: Snr. Manager HR
Supervises	: Human Resource Assistant

A: PURPOSE OF THE JOB

To provide Human Resource Management administrative services aimed at facilitating conducive work environment which will motivate staff towards making their contributions to the organizational goals.

B: MAIN TASKS AND RESPONSIBILITIES

1. Verifies staff allowance claims;
2. Handles staff Retirement Benefit Scheme/Medical Scheme in liaison with the Corporate and Legal Affairs Office;
3. Consolidates and collates data and prepares Departmental Monthly/Annual reports;
4. Drafts general internal and external correspondences and circulars;
5. Maintains records of Pension Scheme and prepares monthly contribution schedules for timely remittance;
6. Files Pension Claims with the Insurers and ensures timely and accurate settlement of Pension Claims of retiring members and other withdrawals; and
7. Liaises with RBA for compliance with rules and regulations with regards to the Administration of the Pension Scheme.

C: CONTACTS

I. Internal:

- Heads of Department;
- Regional Coordinators;
- Internal Auditors; and
- All staff members;

II. External

- Trainers;
- Insurance service providers;
- Directorate of Industrial Training(D.I.T);
- Professional Trainers Association of Kenya (PTAK);
- Institute of Human Resource Management of Kenya.

14.2 JOB SPECIFICATIONS

Job title : Human Resource Officer
Location : Head Office
Department : Human Resources and Administration

A: Minimum Academic Qualifications

Bachelors Degree in Social Sciences.

B: Professional/Technical Qualifications

Diploma in HR or Post-graduate training in HR.

C: Work Experience

3 years experience at middle management level.

D: Other Skills

- Excellent Communication skills;
- Analytical Skills;
- Interpersonal relation skills;
- Leadership Skills;
- Honesty;
- Teamwork;
- Ability to meet deadlines; and
- Computer literate.

15.0 HUMAN RESOURCE ASSISTANT

15.1 JOB DESCRIPTION

Job title	: Human Resource Assistant
Location	: Head Office
Department	: Human Resources and Administration
Reporting to	: Human Resource Officer
Supervises	: None

A: PURPOSE OF THE JOB

To provide Human Resource Management administrative support aimed at facilitating conducive environment which will motivate staff towards making their contributions to the organizational goals.

B: MAIN TASKS AND RESPONSIBILITIES

1. Assists in facilitating the settlement of staff allowances and claims;
2. Assists in maintenance of staff records on retirement benefit scheme/medical scheme in liaison with the company secretariat department;
3. Handles estate administration documentation;
4. Assists in collection of data for preparation of departmental monthly/annual reports;
5. Assists in updating and keeping safe custody of personnel files;
6. Assists in salary administration; and
7. Assists in managing HR registry operations;

C: CONTACTS

(i) Internal:

- Heads of Department; and
- All staff members.

(ii) External

- NHIF, NSSF, KRA;
- Public Service Commission;
- Higher Education Loans Board; and
- SACCOs.

15.2 JOB SPECIFICATIONS

Job title : Human Resource Assistant
Location : Head Office
Department : Human Resources and Administration

A: Minimum Academic Qualifications

O' Level of Minimum 2nd Division or C+

B: Professional/Technical Qualifications

Diploma in Human Resource Management.

C: Work Experience

2 years working experience in equivalent level.

D: Other Skills

- Excellent Communication skills;
- Interpersonal relation skills;
- Leadership Skills;
- Honesty;
- Teamwork;
- Ability to meet deadlines; and
- Computer literate.

16.0 SNR. MANAGER, ADMINISTRATION

16.1 JOB DESCRIPTION

Job title	: Snr. Manager, Administration
Location	: Head Office
Department	: HR and Administration
Reporting to	: Chief Manager, HR and Administration
Supervises	: Administration Officer

A: PURPOSE OF THE JOB

To provide administrative services with a view to enabling operations to be conducted efficiently and effectively.

B: MAIN TASKS AND RESPONSIBILITIES

1. Coordinates transport services;
2. Coordinates operations of the Registry;
3. Coordinates repairs and maintenance of the CDF assets;
4. Maintains records of all CDF Board Secretariat assets;
5. Coordinates and provides logistical support during committee meetings;
6. Coordinates and provides logistical support to committees during project visits and retreats;
7. Ensures that all offices are cleaned regularly;
8. Ensures that all CDF Board assets are maintained and insured at all times;
and
9. Allocates offices, furniture and equipment to staff.

C: CONTACTS

(i) Internal:

- Chief Manager HR and Administration;
- Heads of Department;
- All staff at the head Office; and
- All regional Coordinators.

(i) External

- Security service providers;
- Telephone and postal services providers;
- Motor Vehicle service providers ;
- Civil servants;
- Insurance providers; and
- Risk assessors.

16.2 JOB SPECIFICATIONS

Job title : Snr. Manager, Administration
Location : Head Office
Department : HR and Administration

A: Minimum Academic Qualifications

Bachelors Degree in Social Sciences.

B: Professional Qualifications

Postgraduate training in Office Administration and Management.

C: Work Experience

4 years relevant work experience at Senior Management Level.

D: Other Skills

- Communication skills;
- Interpersonal skills;
- Ability to make decisions;
- Honesty;
- Self-motivated/personal drive; and
- Computer literate.

17.0 ADMINISTRATION OFFICER

17.1 JOB DESCRIPTION

Job title	: Administration Officer
Location	: Head Office
Department	: HR and Administration
Reporting to	: Srn, Manager Administration
Supervises	: (i) Drivers (ii) Support Staff (iii) Copy Typist (iv) Office Assistant (v) Telephone Operator

A: PURPOSE OF THE JOB

To provide administrative support services for the effective and efficient running of the organisation's affairs.

B: MAIN TASKS AND RESPONSIBILITIES

1. Arranges and provides timely means of transport to facilitate CDF Board and staff movements;
2. Liaises with motor vehicle repair and maintenance service providers to ensure timely maintenance of vehicles as per prescribed standards;
3. Maintains comprehensive vehicle operating data and records to facilitate timely decision-making;
4. Ensures transport operations are cost effective through optimization of route planning;
5. Analyzes vehicle operations and prepares vehicle requirement and replacement projections;
6. Liaises with Insurance Office to ensure that all vehicles have the relevant statutory licenses;
7. Facilitates procurement and distribution of office up-keep requirements for the whole organization i.e cleaning materials, office tea requirements, newspapers etc on monthly basis;
8. Ensures sufficient office sanitation, cleanliness and hygienic conditions;
9. Supervises registry operations; and
10. Prepares monthly reports.

C: CONTACTS

(i) Internal:

- Chief Manager, HR and Administration;
- Heads of Department; and
- All staff at the head Office.

(ii) External

- Security service providers;
- Telephone and postal services providers;
- Motor Vehicle service providers; and
- Civil servants.

17.2 JOB SPECIFICATIONS

Job title : Administration Officer
Location : Head Office
Department : HR and Administration

A: Minimum Academic Qualifications

Bachelors Degree in Social Sciences.

B: Professional Qualifications

Postgraduate training in Office Administration and Management.

C: Work Experience

3 years work experience at Supervisory Level.

D: Other Skills

- Communication skills;
- Interpersonal skills;
- Ability to make decisions;
- Honesty;
- Self-motivated/personal drive; and
- Computer literate.

18.0 OFFICE ASSISTANT

18.1 JOB DESCRIPTION

Job title	: Office Assistant
Location	: Head Office
Department	: ALL
Reporting to	: Management
Supervises	: None

A: PURPOSE OF THE JOB

To provide general office support services for effective realisation of functional and organizational objectives.

B: MAIN TASKS AND RESPONSIBILITIES

1. Assists staff with messengerial duties as requested;
2. Distributes incoming and outgoing mail;
3. Assumes dispatch duties as necessary;
4. Updates and maintains mailing lists;
5. Gathers and collects information as may be instructed; and
6. Performs other duties as assigned.

C: CONTACTS

(i) Internal:

- All staff

(ii) External:

- None

18.2 JOB SPECIFICATIONS

Job title : Office Assistant
Location : Head Office
Department : All

A: Minimum Academic Qualifications

O' Level with Minimum Division 3 or Grade C.

B: Professional/Technical Qualifications

Training in basic Office Administration.

C: Work Experience

1 year relevant experience in an office setting.

D: Other Skills/Competencies

- Maturity, discretion, enthusiasm and positive attitude;
- Good organizational skills and record keeping;
- Good oral and written communication skills;
- Self starter who can work independently;
- Skills in establishing priorities and managing workload;
- Ability to follow directives; and
- Integrity.

19.0 SUPPORT STAFF

19.1 JOB DESCRIPTION

Job title	: Support Staff
Location	: Head Office
Department	: Human Resource and Administration
Reporting to	: Administration Officer
Supervises	: None

A: PURPOSE OF THE JOB

To provide general office support services for efficient running of operations.

B: MAIN TASKS AND RESPONSIBILITIES

1. Undertakes photocopying, binding, shredding e.t.c of documents;
2. Prepares and serves refreshments;
3. Retrieves files as may be requested for use;
4. Carries out cleaning of offices and common areas; and
5. Undertakes office related errands as may be directed from time to time.

C: CONTACTS

(i) Internal:

- Chief Executive Office;
- Heads of Department; and
- All staff members.

(ii) External

- Board members;
- CDF Committee members; and
- Members of parliament.

19.2 JOB SPECIFICATIONS

Job title : Support Staff
Location : Head Office
Department : Human Resource and Administration

A: Minimum Academic Qualifications

O' Level (KCSE).

B: Professional/Technical Qualifications

Secretarial training.

C: Work Experience

2 years relevant work experience.

D: Other Skills

- Communication skills;
- Customer care skills;
- Interpersonal Relation skills;
- Teamwork;
- Honesty;
- Integrity;
- Confidence;
- Ability to meet deadlines; and
- Computer literate.

20.0 TRANSPORT OFFICER

20.1 JOB DESCRIPTION

Job title	: Transport Officer
Location	: Head Office
Department	: Administration
Reporting to	: Administration Officer
Supervises	: (i) Driver

A: PURPOSE OF THE JOB

To coordinate the transport operations of the CDF Board Secretariat.

B: MAIN TASKS AND RESPONSIBILITIES

1. Coordinates servicing of the Board's vehicles;
2. Facilitates availability of vehicles for authorized trips;
3. Keeps records of vehicle services and repairs;
4. Keeps reports of any accident involving the Board's vehicles;
5. Maintains records of all vehicles of the CDF Board including logbooks, work tickets, detail orders and files ; and
6. Controls the operations of the Board's vehicles by ensuring only qualified drivers are authorized to drive the vehicles.

C: CONTACTS

(i) Internal:

- Board Members;
- Chief Executive Officer;
- Heads of Department; and
- All staff at the head Office.

(iii) External

- Petrol stations;
- Motor vehicle dealers;
- Motor Vehicle service providers; and
- Insurance institutions.

20.2 JOB SPECIFICATIONS

Job title : Transport Officer
Location : Head Office
Department : Administration

A: Minimum Academic Qualifications

KCSE grade C+.

B: Professional Qualifications

Training in Motor Vehicle Engineering or Logistics Management.

C: Work Experience

2 years.

D: Other Skills

- Communication skills;
- Interpersonal skills;
- Ability to make decisions;
- Basic public relation skills;
- Basic report writing skills;
- Honesty;
- Self-motivated/personal drive; and
- Computer literate.

21.0 REGISTRY ASSISTANT

21.1 JOB DESCRIPTION

Job title	: Registry Assistant
Location	: Head Office
Department	: HR and Administration
Reporting to	: Administration Officer
Supervises	: None

A: PURPOSE OF THE JOB

To safeguard the registry records for ease of retrieval and reference.

B: MAIN TASKS AND RESPONSIBILITIES

1. Collects mails from the post office, sorts and directs them to the relevant offices;
2. Receives mails from various offices and dispatches them appropriately;
3. Maintains record of mail and file movements;
4. Secures maintenance of files in the registry;
5. Develops and maintains archive records; and
6. Recommends destruction of unwanted records past the retention time.

C: CONTACTS

(i) Internal:

- Senior staff

(ii) External:

- Post office staff; and
- Courier staff.

21.2 JOB SPECIFICATIONS

Job title : Registry Assistant
Location : Head Office
Department : HR and Administration

A: Minimum Academic Qualifications

Minimum O' Level (KCSE).

B: Professional/Technical Qualifications

Certificate in Records Management.

C: Work Experience

2 years work experience in an environment that entails elaborate records management.

D: Other Skills/Competencies

- Computer skills

22.0 PERSONAL ASSISTANT

22.1 JOB DESCRIPTION

Job title	: Personal Assistant
Location	: Head Office
Department	: CEO's Office
Reporting to	: Chief Executive Officer
Supervises	: None

A: PURPOSE OF THE JOB

To provide administrative and logistical support with a view to enhancing the effectiveness and efficiency in the Office of the Chief Executive Officer .

B: MAIN TASKS AND RESPONSIBILITIES

1. Maintains the CEO's calendar of events;
2. Organizes and attends administration meetings ;
3. Record minutes of various meetings;
4. Compiles periodic reports for the Chief Executive Officer;
5. Organizes hospitality activities in liaison with Corporate and Legal Affairs department;
6. Make appointments for managers and visitors to see CEO;
7. Follow up on implementation of actions recommended by the Management Committee Meetings;
8. Liaises with Corporate and Legal Affairs Department on publicity of the events;
9. Receive and attend to visitors to the CEO's office;
10. Coordinates transport and other logistical arrangements for the CEO's Office;

11. Prepares requisitions of facilities and resources required by the CEO's office;
and
12. Handles routine correspondence in the CEO's Office

C: CONTACTS

(i) Internal:

- Chief Executive Office;
- Heads of Department; and
- All staff members

(ii) External

- All stakeholders;
- All partners; and
- Members of the Public/Visitors.

22.2 JOB SPECIFICATIONS

Job title : Personal Assistant
Location : Head Office
Department : CEO's Office

A: Minimum Academic Qualifications

Bachelor's degree in Social Sciences.

B: Professional/Technical Qualifications

Post-graduate training in management, communication or any other relevant field

C: Work Experience

3 years in a busy office.

D: Other Skills

- Excellent Communication skills;
- Analytical Skills;
- Interpersonal relation skills;
- Leadership Skills;
- Management Skills;
- Teamwork;
- Sound Knowledge of project management;
- Self-drive; and
- Computer literate.

23.0 EXECUTIVE SECRETARY

23.1 JOB DESCRIPTION

Job title	: Executive Secretary
Location	: Head Office
Department	: CEO's Office
Reporting to	: CEO
Supervises	: None

A: PURPOSE OF THE JOB

To Provide Administrative support services to the CEO's office and be responsible for the organization and management of day to day office activities.

B: MAIN TASKS AND RESPONSIBILITIES

1. Operates and maintains an efficient retrievable filing system;
2. Distributes in-coming and outgoing correspondences;
3. Organizes and maintains the CEO's diary, records of meetings, functions, appointments and messages; and responds to routine correspondence;
4. Arranges itineraries for the CEO and visiting VIP's as requested;
5. Organizes travel arrangements for the CEO in liaison with the administration office;
6. Receives calls / messages via the electronic media - telephone, fax, e-mails;
7. Prioritizes documents for the attention of the Executive Officer; and
8. Types letters, memos and reports for the CEO.

C: CONTACTS

(i) Internal:

- All staff

(ii) External:

- All guests.

23.2 JOB SPECIFICATIONS

Job title : Executive Secretary
Location : Head Office
Department : CEO's Office

A: Minimum Academic Qualifications

Degree in Business related field.

B: Professional/Technical Qualifications

Diploma in secretarial services.

C: Work Experience

3 years relevant work experience as an executive secretary.

D: Other Skills/Competencies

- Customer care skills;
- Excellent communication skills;
- Interpersonal skills;
- Team and personal leadership skills;
- Ability to work under strict deadlines;
- Self-motivated/personal drive;

24.0 TELEPHONE OPERATOR

24.1 JOB DESCRIPTION

Job title	: Telephone Operator
Location	: Head Office
Department	: HR and Administration
Reporting to	: Administration Officer
Supervises	: None

A: PURPOSE OF THE JOB

To receive and channel calls from both internal and external callers in order to enhance business transactions of the CDFB.

B: MAIN TASKS AND RESPONSIBILITIES

1. Receives calls and messages from internal and external callers;
2. Channels calls and messages to their correct internal destinations;
3. Books and connects calls to outer destinations; and
4. Checks and reports faulty phones and extensions for remedial actions.

C: CONTACTS

(i) Internal:

- All staff

(ii) External:

- All external callers

24.2 JOB SPECIFICATIONS

Job title : Telephone Operator
Location : Head Office
Department : HR and Administration

A: Minimum Academic Qualifications

O' Level (KCSE) of Minimum Grade C.

B: Professional/Technical Qualifications

Certificate in telephone operations or its equivalent.

C: Work Experience

2 years experience in telephone operations.

D: Other Skills/Competencies

- Customer care skills

25.0 RECEPTIONIST

25.1 JOB DESCRIPTION

Job title	: Receptionist
Location	: Head Office
Department	: HR and Administration
Reporting to	: Administration Officer
Supervises	: None

A: PURPOSE OF THE JOB

To provide office front-office administrative support in order to ensure services are provided in an efficient and effective manner.

B: MAIN TASKS AND RESPONSIBILITIES

1. Receives and appropriately direct visitors;
2. Opens, dates and stamps routine correspondence; and
3. Responds to public inquiries.

C: CONTACTS

(i) Internal:

- All staff.

(ii) External:

- All visitors.

25.2 JOB SPECIFICATIONS

Job title : Receptionist
Location : Head Office
Department : HR and Administration

A: Minimum Academic Qualifications

O' Level (KCSE) of Minimum Grade C.

B: Professional/Technical Qualifications

Certificate in front office operations or Office procedures.

C: Work Experience

2 years experience in front office operations.

D: Other Skills/Competencies

- Understanding of office procedures;
- Customer care skills;
- Good oratory skills;
- Good presentation and personal grooming;
- Assertiveness;
- Time Management skills;
- Stress management skills;
- Sound work ethics;
- Honesty; and
- Team player.

26.0 CHIEF MANAGER, FINANCIAL SERVICES

26.1 JOB DESCRIPTION

Job title	: Chief Manager, Financial Services
Location	: Head Office
Department	: Financial Services
Reporting to	: CEO
Supervises	: (i) Senior Accountants

A: PURPOSE OF THE JOB

To formulate appropriate financial policies and procedures that will contribute to the efficient and effective utilization of the Organization's financial resources. This role also includes provision of relevant professional advice to the Board and Management on financial matters.

B: MAIN TASKS AND RESPONSIBILITIES

1. Formulates and regularly reviews financial policies and procedures;
2. Provides professional advise on financial matters to the Board and Management;
3. Develops and regularly reviews the internal control systems for efficient management of the Organization's finances;
4. Coordinates the disbursement of CDF funds;
5. Liaises with the Treasury for release of funds;
6. Prepares the financial budget for the department and the consolidated budget for the CDF Board;
7. Prepares periodic management and financial reports;
8. Provides secretarial services to the Finance and Administration Committee;
9. Identifies training needs and facilitates implementation of training programmes of the department;

10. Coordinates the Organization's payment processes and ensure that they are within the approved financial guidelines;
11. Prepares and coordinates the management of statutory, financial and operational reporting; and
12. Handles internal and external Audit queries related to financial transactions.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Heads of Department; and
- All members of staff.

(ii) External:

- Ministry of Planning;
- Government Officers;
- The Treasury;
- Members of Parliament;
- Government Officers in the Districts; and
- CDF Executive Officials.

26.2 JOB SPECIFICATIONS

Job title : Chief Manager, Financial Services
Location : Head Office
Department : Financial Services

A: Minimum Academic Qualifications

Masters in Business Administration or its equivalent.

B: Professional Qualifications

Certified Public Accountant (CPA) or its equivalent.

C: Work Experience

7 years in a senior financial position.

D: Other Skills

- Excellent communication skills;
- Interpersonal skills;
- Analytical skills;
- Team and personal leadership skills;
- Ability to develop others and build coherent effective teams;
- Good decision-making skills;
- Ability to work under strict deadlines;
- Strategic thinking;
- Self-motivated/personal drive; and
- Computer literate.

27.0 SNR ACCOUNTANT

27.1 JOB DESCRIPTION

Job title	: Snr Accountant
Location	: Head Office
Department	: Financial Services
Reporting to	: Chief Financial Services Manager
Supervises	: Accountants

A: PURPOSE OF THE JOB

To facilitate consolidation of constituency funds and provide advise to CFCs on financial management.

B: MAIN TASKS AND RESPONSIBILITIES

1. Prepares, consolidates and controls annual budget;
2. Coordinates the documentation of all Accounting information;
3. Maintains all books of Accounts;
4. Advises Constituency Development Fund Committees on financial management;
5. Coordinates preparation and review of annual departmental budgets;
6. Controls expenditure as per budget;
7. Forecasts revenue collection to facilitate financial planning; and
8. Keeps custody of accountable documents.

C: CONTACTS

(i) Internal:

- HODs;
- Chief Manager, Financial Services; and
- FAM and RCs.

(ii) External:

- Members of Parliament;
- Ministry of Planning;
- Government Officers;
- The Treasury;
- Government Officers in the Districts; and
- CDF Executive Officials.

27.2 JOB SPECIFICATIONS

Job title : Snr. Accountant
Location : Head Office
Department : Financial Services

A: Minimum Academic Qualifications

Bachelors Degree in Commerce or its equivalent.

B: Professional/Technical Qualifications

CPA (K) or its equivalent.

C: Work Experience

5 Years relevant experience at senior management level.

D: Other Skills/Competencies

- Analytical skills;
- Interpersonal skills;
- Teamwork;
- Proactivity;
- Integrity; and
- Computer literate.

28.0 ACCOUNTANT

28.1 JOB DESCRIPTION

Job title	: Accountant
Location	: Head Office
Department	: Financial Services
Reporting to	: Senior Accountant
Supervises	: Accounts Assistant

A: PURPOSE OF THE JOB

To provide technical support with view to achieving efficiency in the performance of the Accounting function.

B: MAIN TASKS AND RESPONSIBILITIES

1. Creates and maintains the General Ledger codes;
2. Carries out bank reconciliation;
3. Carries out reconciliation of General Ledger Control Accounts;
4. Ensures strict observation of controls over cash management;
5. Approves journal vouchers for periodic production of the General Ledger; and
6. Produces statutory returns and submits them to the relevant authorities.

C: CONTACTS

(i) Internal:

- Senior Accountant;
- Chief Financial Services Officer;
- Internal Auditors;
- Project Coordinators; and
- FAMs.

(ii) External

- Members of Parliament;

- Ministry of Planning;
- Government Officers;
- The Treasury;
- Government Officers in the Districts;
- CDF Executive Officials;
- Constituency Development Committees; and
- External Auditors.

28.2 JOB SPECIFICATIONS

Job title : Accountant
Location : Head Office
Department : Financial Services

A: Minimum Academic Qualifications

Bachelors of Commerce degree in Accounting or Finance Option.

B: Professional/Technical Qualifications

CPA (K) or its equivalent.

C: Work Experience

3 years experience at middle management level.

D: Other Skills

- Communication skills;
- Interpersonal relation skills;
- Leadership Skills;
- Teamwork;
- Honesty;
- High integrity;
- Ability to work under pressure;
- Self-drive; and
- Computer literate.

29.0 ASSISTANT ACCOUNTANT

29.1 JOB DESCRIPTION

Job title	: Assistant Accountant
Location	: Head Office
Department	: Financial Services
Reporting to	: Accountant
Supervises	: NONE

A: PURPOSE OF THE JOB

To undertake book-keeping activities to facilitate effective keeping of Accounting records and preparation of financial statements.

B: MAIN TASKS AND RESPONSIBILITIES

1. Maintains proper records and safe custody of files under expenditure section;
2. Promptly posts cash book on daily basis and regularly reconciles the same with General Ledger control Account;
3. Prepares standard Journal Vouchers for all transactions;
4. Daily checks petty cash vouchers for correct expense allocation;
5. Maintains registers for all accountable documents used in expenditure; and
6. Posts all debit notes relating to staff debits and other third parties.

C: CONTACTS

(i) Internal:

- Accountant;
- Procurement staff;
- Internal Auditors;
- Administration Officer; and
- FAMs.

(ii) External

- Constituency Development Committees;
- External Auditors; and
- Suppliers.

29.2 JOB SPECIFICATIONS

Job title : Assistant Accountant
Location : Head Office
Department : Financial Services

A: Minimum Academic Qualifications

Degree in Business related field.

B: Professional/Technical Qualifications

CPA (II) or its equivalent.

C: Work Experience

2 years relevant experience in Accounting at supervisory level.

D: Other Skills

- Communication skills;
- Interpersonal relation skills;
- Teamwork;
- High integrity;
- Self-drive; and
- Computer literate.

30.0 SNR. MANAGER, PROCUREMENT

30.1 JOB DESCRIPTION

Job title	: Snr. Manager, Procurement
Location	: Head Office
Department	: Procurement
Reporting to	: CEO
Supervises	: Procurement Officer

A: PURPOSE OF THE JOB

To coordinate timely procurement of goods, works and services required by the CDF Board in carrying out its core business. The role also involves coordination of the disposal of obsolete stores and equipment in accordance with the Public Procurement and Disposals Act 2005.

B: MAIN TASKS AND RESPONSIBILITIES

1. Prepares consolidated procurement and disposal plans;
2. Prepares, publishes and distributes procurement and disposal opportunities, including invitations to tender, prequalification, and expression of interest ;
3. Coordinates the receiving and opening of tender/quotation documents;
4. Maintains and safeguards standing list of suppliers;
5. Maintains and safeguards procurement and disposal documents;
6. Coordinates evaluation of tenders, quotations and proposals;
7. Recommends appointments of members to various procurement committees;
8. Prepares notice of awards or tender acceptances;
9. Prepares and issues rejection and debriefing letters;

10. Implements the decisions of various Procurement, Tender and Disposal Committees;
11. Provides secretarial services to the Tender and Disposal Committees;
12. Certifies the invoices and vouchers for payment of the suppliers;
13. Prepares and submits reports to the Procurement Oversight Authority;
14. Carries out periodic market surveys to inform placing of orders or adjudication by the relevant tender award committees;
15. Coordinates inspection and acceptance of goods, works and services upon delivery or completion;
16. Prepares and controls departmental annual budget; and
17. Identifies training needs and facilitates implementation of training programmes of the department.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- NPC/Deputy CEO;
- Heads of Department;
- Members of various procurement committees; and
- Accounts staff.

(ii) External:

- Government Officers;
- Suppliers; and
- PPOA.

30.2 JOB SPECIFICATIONS

Job title : Snr. Manager, Procurement
Location : Head Office
Department : Procurement

A: Minimum Academic Qualifications

Bachelors degree in business related field.

B: Professional Qualifications

Diploma in Purchasing and Supplies management.

C: Work Experience

5 years in a senior position in the supply chain management.

D: Other Skills

- Excellent communication skills;
- Interpersonal skills;
- Team and personal leadership skills;
- Ability to make decisions;
- Ability to work under extreme pressure;
- Ability to work under strict deadlines;
- Honesty;
- Self-motivated/personal drive; and
- Computer literate.

31.0 PROCUREMENT OFFICER

31.1 JOB DESCRIPTION

Job title	: Procurement Officer
Location	: Head Office
Department	: Procurement
Reporting to	: Snr. Manager Procurement
Supervises	: Procurement Assistant

A: PURPOSE OF THE JOB

To coordinate timely procurement of goods and services through the Procurement Committee, keep procurement records, monitor deliveries and carry out stock control.

B: MAIN TASKS AND RESPONSIBILITIES

1. Prepares requests for quotations for approved purchase requisitions;
2. Produces and handles sale of tender documents;
3. Follows up tender advertisements;
4. Secretary to the Procurement Committee;
5. Handles request for quotations;
6. Coordinates evaluation of quotations;
7. Follows up orders to suppliers;
8. Follows up delivery from suppliers;
9. Processes and follows up payment to suppliers;
10. Approves issuance of stores;
11. Compiles list of stores due for disposal;

12. Prepares reports on awards by Procurement Committee for approval by the Tender Committee on quarterly basis;
13. Takes and prepares minutes of the departmental meetings;
14. Keeps custody of procurement documents; and
15. Prepares procurement plans for the department and assists in the preparation of consolidated procurement plan for the CDF Board.

C: CONTACTS

(i) Internal:

- Supervisor;
- Finance staff; and
- Stores staff.

(ii) External:

- Suppliers.

31.2 JOB SPECIFICATIONS

Job title : Procurement Officer
Location : Head Office
Department : Procurement

A: Minimum Academic Qualifications

Bachelors Degree in Business related field.

B: Professional/Technical Qualifications

Diploma in Supplies Management.

C: Work Experience

3 years work experience in Purchasing and Stores Operations.

D: Other Skills/Competencies

- Computer skills;
- Analytical skills;
- Integrity;
- Interpersonal relationship;
- Customer care skills;
- Team work; and
- Computer literate.

32.0 PROCUREMENT ASSISTANT

32.1 JOB DESCRIPTION

Job title	: Procurement Assistant
Location	: Head Office
Department	: Procurement
Reporting to	: Procurement Officer
Supervises	: None

A: PURPOSE OF THE JOB

Processing of Orders, receipts and issuance of stores (stock control) and forwarding of invoices to Accounts for payment.

B: MAIN TASKS AND RESPONSIBILITIES

1. Prepares and processes LPOs and LSOs for approval;
2. Receives and issues out stores;
3. Forwards invoices to Accounts for payments;
4. Handles cash (low value) procurements; and
5. Maintains store inventory.

C: CONTACTS

(i) Internal:

- Supervisor;
- Finance staff; and
- Stores staff.

(ii) External:

- Suppliers.

32.2 JOB SPECIFICATIONS

Job title : Procurement Assistant
Location : Head Office
Department : Procurement

A: Minimum Academic Qualifications

KCSE – Grade C

B: Professional/Technical Qualifications

Diploma in purchasing and stores.

C: Work Experience

2 years work experience in Purchasing and Stores Operations.

D: Other Skills/Competencies

- Computer skills;
- Analytical skills;
- Integrity;
- Interpersonal relationship;
- Customer care skills;
- Team work; and
- Computer Literate.

33.0 SENIOR MANAGER, CORPORATE AFFAIRS AND COMMUNICATIONS

33.1 JOB DESCRIPTION

Job title	: Senior Manager, Corporate Affairs and Communications
Location	: Head Office
Department	: Corporate and Legal Affairs
Reporting to	: Chief Executive Officer
Supervises	: Communications Officer

A: PURPOSE OF THE JOB

To facilitate the development of a corporate communication strategy which leads to the creation of positive awareness about the CDF Board and goodwill of the public through publicity and enhanced communication within and with its stakeholders.

B: MAIN TASKS AND RESPONSIBILITIES

1. Develops and implements an appropriate corporate public relations strategy and policies;
2. Develops for approval and implements corporate social responsibility programmes;
3. Formulates and coordinates the implementation of CDF Board's public relations programmes such as open days, public service week, trade fairs and other exhibitions;
4. Liaises with media houses for coverage of CDF Board's events and in raising awareness of its functions and activities to ensure the right information and product is delivered to the public;
5. Edits and produces the organization's newsletter, magazine and brochures;
6. Responds to media queries and complaints about the organization;
7. Prepares speeches, briefs, press supplements, press statements, news releases and feature articles;

8. Coordinates and administers corporate protocol and hospitality affairs;
9. Develops and executes plans for official and social functions;
10. Responds to queries, concerns and complaints from members of the public and other stakeholders;
11. Maintains and updates information on the organization's website; and
12. Develops a framework for and initiates Customer Feedback.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Senior Manager, ICT;
- Snr. Manager Programs;
- Senior Manager, Procurement ;
- Chief Manager, Financial Services; and
- FAMS.

(ii) External

- Media Houses
- Civil society leaders
- Suppliers (printing agencies)
- Members of the public

33.2 JOB SPECIFICATIONS

Job title : Senior Manager, Corporate Affairs and Communications
Location : Head Office
Department : Corporate Affairs and Communications

A: Minimum Academic Qualifications

Bachelors of Arts degree in Social Sciences or its equivalent.

B: Professional/Technical Qualifications

Post-graduate Diploma in Corporate Communications.

C: Work Experience

5 years experience in Corporate Communications at middle management level.

D: Other Skills

- Excellent written and oral Communication skills;
- Interpersonal relation skills;
- Teamwork;
- Ability to work under pressure;
- Self-drive; and
- Computer literate.

34.0 COMMUNICATIONS OFFICER

34.1 JOB DESCRIPTION

Job title	: Communications Officer
Location	: Head Office
Department	: Corporate and Legal Affairs
Reporting to	: Senior Manager, Corporate Affairs and Communications
Supervises	: None

A: PURPOSE OF THE JOB

To provide technical support in the management of communication activities aimed at promoting public acceptance and enhancing public goodwill of the CDF Board.

B: MAIN TASKS AND RESPONSIBILITIES

1. Plans and coordinates editing and production of the Board's publications;
2. Assists in development and execution of awareness campaigns strategies;
3. Media liaison, monitoring and analysis;
4. Analyzes and reviews all incoming correspondences and advises on appropriate response;
5. Provides the contents for updating the Board's website;
6. Organizes the Photo Library/gallery;
7. Assists in development of speeches and reports; and
8. Assists in planning and organizing the CDF Board stand at ASK events and public service week exhibitions.

C: CONTACTS

(i) Internal:

- Senior Manager, Corporate Affairs and Communication;
- Fund Account Manager;
- Accountant;

- Programme Coordinator; and
- IT Officer.

(ii) External

- The media;
- General public;
- Suppliers ; and
- Other stakeholders.

34.2 JOB SPECIFICATIONS

Job title : Communications Officer
Location : Head Office
Department : Corporate Affairs and Communications

A: Minimum Academic Qualifications

Bachelors Degree in Social Sciences or its equivalent.

B: Professional/Technical Qualifications

Diploma in Corporate Communications.

Training in:

- Computer skills; and
- Website design.

C: Work Experience

2 years experience in corporate communications.

D: Other Skills

- Excellent written and oral Communication skills;
- Interpersonal relation skills;
- Teamwork;
- Ability to work under pressure;
- Self-drive; and
- Computer literate.

35.0 Legal Officer

35.1 JOB DESCRIPTION

Job title	:	Legal Officer
Location	:	Head Office
Department	:	Legal Affairs
Reporting to	:	Chief Executive Officer
Supervises	:	Legal Assistant

A: PURPOSE OF THE JOB

To efficiently manage all legal processes of the CDF Board and provide legal services to all departments of the Board.

B: MAIN TASKS AND RESPONSIBILITIES

1. Provides legal advice to the CDF Board and its CDF Committees;
2. Facilitates dispute resolution process between various agencies of the CDF Board;
3. Assists in provision of secretarial services to the Complaints and Arbitration Committee;
4. Handles corruption related issues in liaison and close consultation with all corruption prevention agencies and stakeholders;
5. Coordinates representation of the CDF Board in courts in the event of litigations;
6. Provides legal advise to the CDF Board on contractual matters; and
7. Advises CDF Board on compliance issues.

C: CONTACTS

(i) Internal:

- Board Members;
- Chief Executive Officer; and
- Heads of Department.

(ii) External:

- Government Officers;
- Members of Parliament;
- KACC;
- Public Complaint Standing Committee;
- CDF Constituency Committees; and
- Courts.

35.2 JOB SPECIFICATIONS

Job title : Legal Officer
Location : Head Office
Department : Legal Affairs

A: Minimum Academic Qualifications

Bachelors degree in Law.

B: Professional Qualifications

- Diploma in Law from KSL;
- Advocate of the High Court of Kenya; and
- Member, LSK.

C: Work Experience

3 years working experience in legal environment.

D: Other Skills

- Excellent communication skills;
- Interpersonal skills;
- Ability to make decisions;
- Ability to work under extreme pressure;
- Ability to work under strict deadlines;
- Honesty;
- Self-motivated/personal drive; and
- Computer literate.

36.0 Legal Assistant

36.1 JOB DESCRIPTION

Job title	:	Legal Assistant
Location	:	Head Office
Department	:	Legal Affairs
Reporting to	:	Legal Officer
Supervises	:	None

A: PURPOSE OF THE JOB

To assist in the efficient management of all legal processes of the CDF Board and provision of legal services to all departments of the Board.

B: MAIN TASKS AND RESPONSIBILITIES

1. Assists in provision of legal advice to the CDF Board and its CDF Committees;
2. Assists in facilitation of dispute resolution process between various agencies of the CDF Board;
3. Assists in provision of secretarial services to the Complaints and Arbitration Committee;
4. Assists in the handling of corruption-related issues in liaison and close consultation with all corruption prevention agencies and stakeholders;
5. Assists in Coordinating representation of the CDF Board in courts in the event of litigations;
6. Assists in provision of legal advise to the CDF Board on contractual matters; and
7. Assists in advising CDF Board on compliance issues.

C: CONTACTS

(i) Internal:

- Board Members;
- Legal Officer; and

- Heads of Department.

(ii) External:

- Government Officers;
- Members of Parliament;
- KACC;
- Public Complaint Standing Committee;
- CDF Constituency Committees; and
- Courts.

36.2 JOB SPECIFICATIONS

Job title : Legal Assistant
Location : Head Office
Department : Legal Affairs

A: Minimum Academic Qualifications

Bachelors degree in Law.

B: Professional Qualifications

- Diploma in Law from KSL;
- Advocate of the High Court of Kenya; and
- Member, LSK.

C: Work Experience

3 years working experience in legal environment.

D: Other Skills

- Excellent communication skills;
- Interpersonal skills;
- Ability to make decisions;
- Ability to work under extreme pressure;
- Ability to work under strict deadlines;
- Honesty;
- Self-motivated/personal drive; and
- Computer literate.

37.0 SNR MANAGER, ICT

37.1 JOB DESCRIPTION

Job title	: Snr Manager, ICT
Location	: Head Office
Department	: Information and Communication Technology
Reporting to	: Chief Executive Officer
Supervises	: (ii) ICT Officer-Systems Administration; (ii) ICT Officer-User Support.

A: PURPOSE OF THE JOB

To provide professional Information Technology support to the departments in order to enable effective management of the Fund .

B: MAIN TASKS AND RESPONSIBILITIES

1. Develops ICT Strategies for the organization;
2. Provides advice to the organization on ICT matters;
3. Monitors and evaluates progress towards accomplishing the set ICT goals;
4. Identifies ICT needs of the Board;
5. Provides technical support to ICT users, including capacity building for ICT users and responding to user requests/queries;
6. Installs and configures new ICT equipment;
7. Ensures maintenance of software and hardware;
8. Develops and maintains the CDF Board website and internet services;
9. Designs, implements and maintains network infrastructure;
10. Draws up, and maintains, operational and security procedures relating to the computers and network hardware;
11. Liaises with the internet service providers to ensure adequate uptime;
12. Prepares and controls departmental annual budget;

13. Identifies training needs and facilitates implementation of training programmes of the department;
14. Carries out technical evaluation of ICT equipment; and
15. Advises Management on all ICT related issues.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- CEO;
- Fund Account Managers;
- Regional Coordinators;
- Heads of Department; and
- CDF Board.

(ii) External

- Government Ministries;
- ICT Consultants; and
- Suppliers.

37.2 JOB SPECIFICATIONS

Job title : Snr. Manager, ICT
Location : Head Office
Department : Information and Communication Technology

A: Minimum Academic Qualifications

Bachelors of Science Degree in Computer science or Information Technology.

B: Professional Qualifications

Postgraduate training and proficiency in computer operating systems and software applications.

C: Work Experience

5 years experience as head of ICT function in the Public Sector or a large private organization.

D: Other Skills

- Good Communication skills;
- Interpersonal skills;
- Ability to make decisions;
- Teamwork;
- Report writing skills;
- Ability to work under pressure; and
- Self-drive.

38.0 ICT OFFICER-SYSTEMS ADMINISTRATION

38.1 JOB DESCRIPTION

Job title	: ICT Officer-Systems Administration
Location	: Head Office
Department	: Information and Communication Technology
Reporting to	: Snr. Manager ICT
Supervises	: ICT Assistant

A: PURPOSE OF THE JOB

To monitor and maintain the organization's operating systems, disaster recovery and related systems to ensure high system availability and business continuity with minimum interruption so as to achieve the organization's business/ strategic goals.

B: MAIN TASKS AND RESPONSIBILITIES

1. Develops operating systems installation plans to ensure Operating Systems software is properly installed, tested and tuned to maximum operating efficiency;
2. Conducts server operating system performance analysis, evaluates levels of systems operations and devises measures to improve overall performance;
3. Customizes and upgrades operating and related system to meet ongoing user needs;
4. Maintains a daily log of operating systems activity/events;
5. Carries out diagnosis of the problems experienced by the users and resolves operating system and programs failures;
6. Ensures that an adequate backup regime is in place and is being followed;
7. Maintains backup media and off site backup storage; and
8. Liaises with the operating systems software suppliers to ensure problems are resolved;

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Heads of Department;
- Regional Coordinators; and
- Fund Account Managers.

(ii) External

- ICT Consultants; and
- Suppliers.

38.2 JOB SPECIFICATIONS

Job title : ICT Officer-Systems Administration
Location : Head Office
Department : Information and Communication Technology

A: Minimum Academic Qualifications

B.Sc. degree in Computer Science /Information and Communication Technology.

B: Professional Qualifications

Postgraduate training and proficiency in computer operating systems and software applications.

C: Work Experience

3 years experience in Systems Administration in ICT department in the Public Sector or large Private firm.

D: Other Skills

- Good Communication skills;
- Interpersonal skills;
- Ability to make decisions;
- Teamwork;
- Report writing skills;
- Ability to work under pressure; and
- Self-drive.

39.0 ICT OFFICER-USER SUPPORT

39.1 JOB DESCRIPTION

Job title	: ICT Officer-User Support
Location	: Head Office
Department	: Information and Communication Technology
Reports to	: Snr. Manager ICT
Supervises	: ICT Assistant

A: PURPOSE OF THE JOB

To provide technical support to the operations of the Information and Communication Technology infrastructure of the CDF Board in order to ensure their reliability.

B: MAIN TASKS AND RESPONSIBILITIES

1. Monitors the effectiveness and reliability of all hardware forming the computer network and accessories;
2. Sets up computers on the network system, and trains all users in equipment use and basic maintenance, and network operations;
3. Maintains a help desk to support users in use of their equipment and solving technical problems;
4. Carries out preventative maintenance and repairs of computer hardware and network;
5. Updates the Snr. Manager, ICT on regular basis, on the overall performance of the computer network;
6. Maintains and updates an inventory of organisation's hardware; and
7. Reviews users' requirements for new hardware and evaluates new products for this purpose.

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Heads of Department;
- Regional Coordinators; and
- Fund Account Managers.

(ii) External

- ICT Consultants; and

- Suppliers.

39.2 JOB SPECIFICATIONS

Job title : ICT Officer-User Support
Location : Head Office
Department : Information and Communication Technology

A: Minimum Academic Qualifications

- Bachelors Degree in Computer Science/Information and Communication Technology.

B: Professional Qualifications

Postgraduate training and proficiency in computer operating systems and software applications.

C: Work Experience

3 years experience in Systems Administration in ICT department in the Public Sector or large Private firm.

D: Other Skills

- Good Communication skills;
- Interpersonal skills;
- Ability to make decisions;
- Teamwork;
- Report writing skills;
- Ability to work under pressure; and
- Self-drive.

40.0 CORPORATE PLANNING AND STRATEGY MANAGER

40.1 JOB DESCRIPTION

Job title	: Corporate Planning and Strategy Manager
Location	: Head Office
Department	: Corporate Planning and Strategy
Reports to	: Chief Executive Officer
Supervises	: Planning Officer

A: PURPOSE OF THE JOB

To plan and direct the formulation, implementation and review of the Strategic Plan by spearheading performance management, contracting and corporate research services.

B: MAIN TASKS AND RESPONSIBILITIES

1. Undertakes corporate research to guide effective Strategic Planning;
2. Undertakes the formulation of the Strategic Plan in consultation with key stakeholders to facilitate effective realization of the organization's mandate;
3. Follows up on the implementation of the Strategic Plan by various departments to ensure effective implementation to enhance service delivery;
4. Undertakes annual review of the Strategic Plan in view of changes in the operational environment;
5. Facilitates the establishment, analysis, storage and reporting of the relevant statistics for operational, planning and benchmarking purposes;

6. Facilitates the financial and economic evaluation of projects/products/services for viability and prioritization purposes;
7. Coordinates the formulation and implementation of annual work Plans;
8. Ensures the identification, execution and reporting of corporate research activities;
9. Facilitates the development , negotiation, implementation and reporting on performance contracting activities;
10. Ensures departments formulate and review the relevant departmental Plans and Policy Documents and well-aligned to the corporate Strategic Plan;
11. Provides leadership to the Corporate Planning Departmental Team; and
12. Develops and monitors the Corporate Planning, Performance Management and Research Services budget;

C: CONTACTS

(i) Internal:

- Chief Executive Officer;
- Heads of Departments; and
- All staff.

(ii) External

- Ministry of State for Public Service;
- Ministry of Planning; and
- Consultants.

40.2 JOB SPECIFICATIONS

Job title : Corporate Planning and Strategy Manager
Location : Head Office
Department : Corporate Planning and Strategy

A: Minimum Academic Qualifications

Masters Degree in Economics or Strategic Management.

B: Professional Qualifications

Post graduate qualification in Strategic Planning.

C: Work Experience

Minimum of 5 years work experience in Strategic Planning; Performance Management and Research Services environment.

D: Other Skills

- Computer literate;
- Good Communication skills;
- Good negotiation skills;
- Interpersonal skills;
- Ability to make decisions;
- Teamwork;
- Report writing skills;
- Ability to work under pressure; and
- Self-drive.

41.0 PLANNING OFFICER

41.1 JOB DESCRIPTION

Job title	: Planning Officer
Location	: Head Office
Department	: Corporate Planning and Strategy
Reports to	: Corporate Planning and Strategy Manager
Supervises	: None

A: PURPOSE OF THE JOB

To assist in planning and directing the formulation, implementation and review of the Strategic Plan by spearheading performance management, contracting and corporate research services.

B: MAIN TASKS AND RESPONSIBILITIES

1. Assist in undertaking corporate research to guide effective Strategic Planning;
2. Assist in undertaking the formulation of the Strategic Plan in consultation with key stakeholders to facilitate effective realization of the organization's mandate;
3. Assist in following up on the implementation of the Strategic Plan by various departments to ensure effective implementation to enhance service delivery;
4. Assist in undertaking annual review of the Strategic Plan in view of changes in the operational environment;

5. Assist in facilitating the establishment, analysis, storage and reporting of the relevant statistics for operational, planning and benchmarking purposes;
6. Assist in facilitating the financial and economic evaluation of projects/products/services for viability and prioritization purposes;
7. Assist in coordinating the formulation and implementation of annual work Plans;
8. Assist in ensuring the identification, execution and reporting of corporate research activities;
9. Assist in facilitating the development , negotiation, implementation and reporting on performance contracting activities;
10. Assist in ensuring departments formulate and review the relevant departmental Plans and Policy Documents and well-aligned to the corporate Strategic Plan; and
11. Assist in developing and monitoring the Corporate Planning, Performance Management and Research Services budget.

C: CONTACTS

(i) Internal:

- Corporate Planning and Strategy Manager;
- Heads of Departments; and
- All staff.

(ii) External

- Ministry of State for Public Service;
- Ministry of Planning; and
- Consultants.

41.2 JOB SPECIFICATIONS

Job title : Planning Officer
Location : Head Office
Department : Corporate Planning and Strategy

A: Minimum Academic Qualifications

- Degree in Economics or Strategic Management.

B: Professional Qualifications

- Post graduate qualification in Strategic Planning, Performance Management or Research Services.

C: Work Experience

- Minimum of 5 years work experience in Strategic Planning, Performance management and research environment.

D: Other Skills

- Computer literate;
- Good Communication skills;
- Good negotiation skills;
- Interpersonal skills;
- Ability to make decisions;
- Teamwork;
- Report writing skills;
- Ability to work under pressure; and
- Self-drive.