

HSM



A. COURSE OUTLINE

- The course is designed to enable the students understand the principles of health management and carry out managerial and administrative duties in health institutions.
- The course is divided into HSM I- covered in 2nd year and HSM II- covered in 3rd year.

HEALTH SERVICE MANAGEMENT (HSM) I

This course is designed to enable the students understand the principles of health management and carry out managerial and administrative duties in health institutions

OBJECTIVES

-  Apply concepts and principles of management
-  Apply appropriate problem solving skills

MODULE 1 INTRODUCTION TO MANAGEMENT

Objectives

1. Define terms used in management
2. Explain the classical and contemporary theories of management
3. Explain functions of management
4. Apply principles of management

Unit 1 Overview of Management

Content

- Definition of terms
- Foundations of Management
- classical and contemporary theories
- Major functions of management: - planning, Implementation and evaluation
- Sub functions of management: - organizing, directing, supervising, delegating, co-ordinating, monitoring and controlling

Unit 2 Principles of Management, Problem solving and Decision Making

Content

- Fayol's 14 principles of management
- Other principles of management
- Learning from experience, convergence of work
- Management by exception
- Shortest decision path

- Delegation
- Management strategies: - ; Managerial skills – technical skill, human skill, planning related skill and flexibility: Function determined structure; economic use of resources – substitutions of resource, division of labour and team work; Decision making – programmed and non-programmed; Decision making process; Factors affecting rational decision making; Problem solving – situation analysis, prioritisation, options, implementation of decision and evaluation of outcome

MODULE 2 HUMAN RESOURCE MANAGEMENT

Objectives

1. Demonstrate appropriate leadership skills
2. Apply appropriate staffing principles in recruitment, deployment, supervision and appraisal of personnel
3. Apply concepts of group dynamics in human resource management
4. Describe principles of office management
5. Apply the concepts of motivation to improve staff performance

Unit 1 Leadership, Motivation and Group Dynamics

Content

- Leadership: - Qualities of a leader; Leadership theories; Leadership styles.
- Motivation: - Theories; Motivators and Demotivators.
- Organizational behaviour/Group Dynamics: - Formation of groups; Types of groups; Characteristics of individuals in a group. Functional and dysfunctional behaviour in a group;

Unit 2 Staffing, Communication and Office Management

Content

- Organizational concepts and theories
- Human resources needs assessment
- Recruitment
- Job description and specification
- Deployment and supervision
- Staff discipline
- Performance appraisal
- Civil service code of regulations
- Filling systems
- Referencing official correspondence
- Memos, circulars, posting orders, letters, staff returns and handling confidential information.
- Conducting meetings

HEALTH SERVICE MANAGEMENT (HSM) II

This course is designed to enable the student understand the principle of health management.

OBJECTIVES

- 📖 Describe the principles of public finance management
- 📖 Describe management of health information systems
- 📖 Outline features and processes in human resources management in the health sector
- 📖 Demonstrate ethical practices in discharging professional duties
- 📖 Write an elective paper

MODULE 1 HEALTH SERVICES IN KENYA

Unit 1 Organization

Content

- Ministry of Health organogram
- Organizations and Agencies providing health services in Kenya
- Health Service delivery points
- Health agencies and boards: Functions of management committees, boards, statutory bodies and programmes at international, national, provincial and district levels; Centre for Disease Control (CDC), World Health Organization (WHO), Medical Practitioners and Dentist Board, Clinical Officers Council, Pharmacy and Poisons Board, Provincial Health Management teams (PMHT), District Health Management team (DHMT), District Health Management Boards (DHMB), Hospital Management Team (HMT), District Development Committees (DDC)

Unit 2 Health Management Information Systems

Content

- Definitions
- Catchment areas
- Demographic indicators
- Data collection, processing, storage and utilization
- Usage of HMIS tools
- Dissemination of data

MODULE 2 FINANCIAL MANAGEMENT AND LOGISTICS

Objectives

1. Outline sources of finance
2. Outline the basic principles of public finance management
3. Describe government procurement procedures for goods and services
4. Outline procedures for maintenance of equipment

Unit 1 Public Finance and Logistics Management

Content

- Definition of terms
- Sources of finance
- Role of accounting in financial resource management
- Budget function and Government budgetary process
- Facility Improvement Fund (FIF) operation
- Cash management
- Auditing and reporting function
- Project proposal development and maintenance
- Government procurement and issuance procedures
- Maintenance processes for motor vehicles and buildings;

MODULE 3 MEDICAL ETHICS & MEDICO LEGAL FUNCTIONS

Objectives

1. Explain the importance of medical ethics, professional conduct and medico-legal issues
2. Describe factors that influence ethical practise

Unit 1 Medical Ethics and Medico Legal Functions

Content

- Definition of terms
- Doctor-patient relationship
- Advertising; Medico-legal issues – informed consent, confidentiality, termination of pregnancy (TOP), euthanasia, death and medical certification
- National and International Codes: - Geneva convention, Helsinki Declaration, Tokyo Declaration, Malta Declaration
- Hippocratic Oath
- International Code of Medical Ethics
- Relevant Acts of Parliament – Medical and Dental Practitioners Act, Clinical Officers Act, Nursing Council Act, Pharmacy and Poisons Act, Dangerous Drugs Act, Mental Health Act, Law and Medicine

MODULE 4 CORRUPTION AND ANTI-CORRUPTION MEASURES

Objectives

1. Define corruption
2. Outline causes of corruption
3. Explain the effects of corruption on the economy
4. Outline the negative organizational practices in the Public Service that enhance corruption
5. Identify corruption risk areas
6. Explain methods of corruption prevention

7. State the importance of corruption prevention

Unit 1 Corruption and Corruption Prevention

Content

- Definitions
- Causes of corruption
- Effects of corruption
- Organizational culture and Ethics
- Organizational practices in the Public service
- Corruption risk assessment and management
- Corruption prevention; Laws/Acts – Public Officer Conduct and Ethics, Anti-corruption Act and Economic Crimes Act

ELECTIVE PAPER

Each student shall write an elective paper during the 3rd year of study which should be submitted on or before the last week of the 2nd term. The paper shall account for 30% of the score in the final qualifying examinations in Health Service Management (HSM).

B. INTRODUCTION

- ◇ Health managers are under pressure to achieve sustainable results. therefore managers must develop high performing workgroups (group of people who work together on a regular basis to produce results e.g. a department, clinic, faculty etc)
- ◇ A good work atmosphere or work climate encourages and sustains staff motivation. While a poor work climate can result in absenteeism, unmet performance objectives, lack of initiative, reduced interest in work or the organization.
- ◇ The study of management outlines the connections between work climate, employee motivation and performance. It describes how managers can assess the climate in their workgroup and shows how they can use the results to make changes in leadership and management practices that will motivate workers to do the best work possible and improve results.
- ◇ Therefore, a manager is someone who is controlling and administering an organization or a part of an organization. Managers decide what should be done and then get one to do it. They must satisfy the needs of each employee while also meeting the goals of the business or the organization.
- ◇ Being capable of doing this involves leadership.

C. DEFINITIONS OF MANAGEMENT

Has been defined in different ways by different writers:

1. Management is the act of getting things done through and with other people in formally organized groups.
 - ⇒ Act of creating an environment in which people can perform as individuals and yet operate towards attainment of group goals.
 - ⇒ Act of removing blocks to performance as a way of optimizing efficiency (productive with minimum waste or effort) in reaching goals. H.KNOONTZ
2. Management involves design or creation or maintenance of an internal environment in an enterprise where individuals working together in groups can perform efficiently and effectively towards attainment of group goals. KNOONTZ & O. DONELL
3. Management is a process of achieving an organizational goal through the coordinated performance of 5 specific functions:
 - i. Planning
 - ii. Organizing
 - iii. Staffing
 - iv. Directing
 - v. Controlling
4. Management is the process of getting things done through the efforts of other people. (MONDY et al)
5. Management is the process of working with and through others to achieve organizational objectives in a changing environment, central to this is the effective and efficient use of limited resources.

D. HISTORY OF MANAGEMENT

- Management has been there since the beginning of mankind. People had their way of doing things or carrying out their daily activities such as planning, organizing, coordinating and controlling, but the methods were crude. They had no standards of measuring work, and there was no formal training of workers. Work was not studied to determine the most desirable way to complete a task.
- The development of management as a discipline of study came as a result of important developments in both Europe and America from the 16th century.
- In the 16th century there was development of administrative technology in Austria and Germany aimed at improving particular functions and activities of the government system.
- In the 19th century there was the need to establish a reputable civil service in Europe especially Britain. These developments helped to portray management as an area that could be studied and taught. In preparing civil servants in managerial skills it was found out that they could interpret and implement governmental policies more effectively and efficiently.

ADD

- PRESCIENTIFIC
- CLASSICAL
- NEOCLASSICAL AND MODERN MANAGEMENT ERAS

E. MAJOR PERSONALITIES IN MANAGEMENT

1. Fredrick Winslow Taylor

He came up when there was a shortage of labour in industries. He contributed his ideas to show how important it was to utilize the few people available to do the work. He did the following:

- * Time study- how long it took a person to do a certain piece of work.
- * Motion study
- * Piece rate- pay according to work done
- * Time rate
- * Fair days job
- * Selection
- * Reward system
- * Efficiency and productivity

2. Elton George Mayo

- * He is called the pioneer in human relationship
- * He looked at what should be done at a place of work for the organization to achieve its goals and objectives.
- * He looked at the employee as a human, what the employee expects and how he expects to be treated, hence motivated.
- * **He concluded that an employee:**
 - ~ **Henry Fayol** Should be recognized
 - ~ Be promoted
 - ~ Must participate
 - ~ Have self esteem
 - ~ Self actualization
 - ~ Informal groups
 - ~ Have his interests looked into

4.

According to him, a manager is involved in 5 roles/aspects/functions of management:

- I. planning- devise a course of action
- II. organizing- mobilizing human resources and materials to put plans in effect
- III. commanding- motivate employees and target them to work

- IV. control- monitoring the plan to ensure that it is being carried out properly
- V. coordination- work harmoniously

Other personalities include:

Parker Follet

Chester Bernard

Hugo Munsterberg

Abraham Maslow

Douglas McGregor

Fredrick Hens burg

David McClelland

F. PRINCIPLES OF MANAGEMENT

The search for universally acceptable principles of management began in the industrial areas of Europe and America in the last years of the 19th century. Henri Fayol put the general principles of management forward; he stated the key activities of any industrial undertaking as;

- Technical activities e.g. Production
- Commercial activities e.g. Buying and selling
- Financial activities e.g. Securing capital
- Security activities e.g. Safeguarding property
- Accounting activities e.g. Providing financial information
- Managerial activities e.g. Planning and organizing

The first five were well known, but the last was unknown as an entity. Fayol stated that to manage was “to forecast and plan, to organize, to command, to coordinate and to control”

He saw;

- Forecasting and planning as looking to the future and drawing a plan of action.
- Organizing in structural terms
- Commanding as maintaining activity among personnel
- Coordinating as a unifying activity
- Controlling as ensuring that things happen in accordance with established policies and practice.

Fayol concluded that managerial activities were not exclusively for management, but were part of the total activities of any undertaking.

He listed 14 principles but emphasized that they were not absolute but capable of adaptation, according to need.

1. **Division of work/labour**- reduces the span of attention or effort for any one person or group. Develops practice and familiarity.
2. **Authority**- The right to give orders. Should not be considered without reference to responsibility
3. **Discipline**- Outward mark of respect in accordance with formal or informal agreement between the organization and the employee.
4. **Unity of command**- One man one superior
5. **Unity of direction**- One head one plan for a group of activities
6. **Subordination of individual interests**- The interest of one individual or group should not prevail over the general good.
7. **Remuneration**- Pay should be fair to employee and the organization.
8. **Centralization**- Depends on the size of the company and quality of management.
9. **Hierarchy or scalar chain**- Line of authority from top to bottom.
10. **Order**- A place for everything and everything in its place.
11. **Equity**- Combination of kindness and justice towards employees.
12. **Stability of staff**- Employees need to be given time to settle into their jobs.
13. **Initiative**- Encourage employees to show initiative within the limits of authority and discipline.
14. **Espirit de corps**- Harmony/teamwork should be encouraged.

Refer management notes

1. DIVISION OF LABOUR

- ◇ Work is allocated to various employees since one person can not do all the work.
- ◇ Work is divided into specialized tasks or elements. Responsibilities are assigned to specific individuals.
- **MERITS:**
 - Increases productivity
 - Increases efficiency
 - Leads to specialization
 - Time saving
- **DEMERITS**
 - Fatigue
 - Boredom
 - Powerlessness
 - Isolation
 - Unemployment

-Self-estrangement

2. ORDER

- ◇ A place for everything and everything in its place
- ◇ People are required to be in specific places of work
- ◇ goals and objectives cannot be achieved if there is no order
- ◇ there must be schedules or timetables to be followed

3. EQUITY

- ◇ Fair discipline and order enhance employee commitment. Managers should be fair and friendly to subordinates and exercise impartiality.
- ◇ there should be fairness with no favouritism
- ◇ ensures there is no discrimination
- ◇ one is paid according to the work done regardless of gender, language, colour or race

4. CENTRALIZATION

- ◇ All major policy decisions should be made at the top of the management level or central point
- ◇ Delegation of duties from top-down
- ◇ Top most person is always answerable for the running of the organization

5. HIERACHY OR SCALAR CHAIN

- ◇ Refers to Junior-senior relationship
- ◇ it is the chain of command
- ◇ major decisions are made at the top
- ◇ Communication should follow the right channel in the hierarchy. it should be kept within the chain of command
- ◇ remuneration should be given according to the position held by the concerned person

6. AUTHORITY

- ◇ Delegate responsibility along with authority (the right to command and get work done) *assignment: define authority*
- ◇ All employees should have power (delegated authority) *assignment*
- ◇ All employees should have power and authority in their sections
- ◇ they should be able to delegate duties
- ◇ They should self initiative and judgment and therefore power and authority have a limit. If misused it can cause chaos leading to demotivation which will affect efficiency and productivity in the work place
- ◇

7. INITIATIVE

- ◇ Encourage employees to act on their own in support of the organization's direction despite the mistakes made.
- ◇ This boosts the staff morale.

8. REMUNERATION

- ◇ All workers should be fairly paid with appropriate additional incentives for additional work/efforts.
- ◇ Includes salary, allowances, free benefits etc

9.ESPIRIT DE CORPS

- ◇ Refers to teamwork.
- ◇ Promotes unity of interests between employees working in different sections and between employees working and management.
- ◇ There is co-operation, togetherness and cohesion.
- ◇ This gives an organization a corporate image.

10. DISCIPLINE

- ◇ Should be maintained in the workplace.
- ◇ Rules and regulations should be enforced fairly and judiciously, there should be well defined procedure of dealing with disciplinary matters
- ◇ Effective communication is necessary concerning expectation of the management from employees e.g. no smoking, drinking etc

11. SUBORDINATION OF INDIVIDUAL INTEREST

- ◇ Interests of the organization must take priority over the interests of the individual or a group whenever there is a conflict between the two.
- ◇ An employee's personal needs should not be met using time and material from the organization.
- ◇ One should not misuse funds, vehicles etc for individual needs

12. UNITY OF COMMAND

- ◇ An employee is assigned one supervisor. This avoids conflict and confusion in instructions and authority
- ◇ The senior person delegates responsibilities and he is the one who should understand who is senior or junior employee

13. STABILITY OF STAFF

- ◇ Or tenure of employees
- ◇ Employment turnover should be minimized. High labor turnover is no desirable, it shows an organization is not doing well.
- ◇ Tenure and long term commitment of employees should be encouraged

- ◇ This results in a sense of belonging to the organization giving rise to dedication and better outcome or output
- ◇ This can be enhanced by better remuneration, job security, employee benefits etc

14. UNITY OF DIRECTION

- ◇ The principle of Fayol states that 'there should be one head and one plan' for a group of activities or tasks having the same objectives.
- ◇ This ensures that all related activities are controlled from one source e.g. there should be one personnel officer for the personnel department with specified plan for personnel policies, feeding personnel in all departments of the organization.

G. APPROACHES TO MANAGEMENT

There are 3 basic approaches to management:

- ~ The classical approach
- ~ Behavioral approach
- ~ Management science approach

1. THE CLASSICAL APPROACH

- ◇ Started in the early 20th century to increase efficiency and productivity at the work place.
- ◇ It marked the beginning of the study of modern management. It is looked at in two perspectives:
 - i. Problem of lower level managers- the scientific management
 - ii. Problem of top level management- classical organizational theory- to develop principles and basic functions of managing organizations.
- ◇ From the classical approach Henri Fayol came with the principles of management
- ◇ Scientific management was pioneered by Fredrick Winslow Taylor. He was interested in efficiency of working methods. He concluded that workers tended to put minimal effort into their daily work.
- ◇ The scientific approach required the following steps:
 - ◆ Develop a science for each operation to replace opinion and rule of thumb
 - ◆ Determine accurately from science the correct time and method for each job
 - ◆ Set up a suitable organization to take up all responsibility from the workers except for actual job performance
 - ◆ Accept that management be governed by science developed for each operation
- ◇ Other theorists in scientific management include- Frank and Lillian Gilbreth, Henry Gantt.

2. BEHAVIOURAL APPROACH

- ◇ This approach developed because it was found that the classical approach did not achieve total efficiency and harmony at the workplace
- ◇ It has two branches:

I. Human relations approach

- ◇ This refers to the manner in which managers interact with subordinates

- ◇ Managers must know why their subordinates behave the way they do and what psychological and social factors are important
- ◇ This approach concentrated on the social environment

II. Behavioral science approach

- ◇ Believed that man is much more complex than the 'economic man' description of the classical management and 'social man' description of human relations approach
- ◇ It mainly looked at the nature of work and the degree to which it can fulfill human needs to use skills and abilities
- ◇ An individual is motivated by more than money and forming social relations

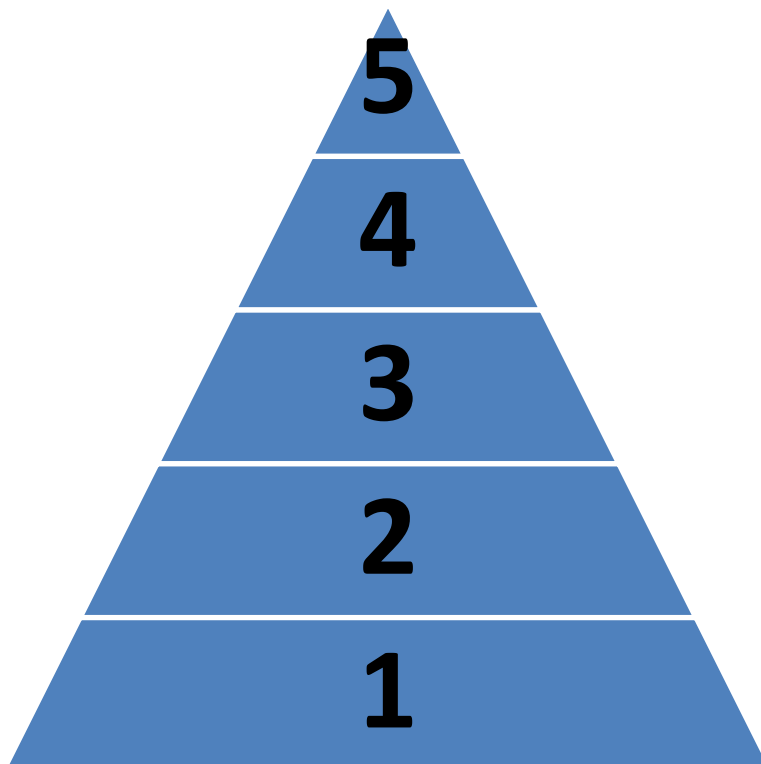
[-Rational economic man- theories of Adam Smith in the 1770s suggested that self-interest and maximization of gain are the prime motivators.

-Social man- people mainly motivated by social needs i.e. need for personal relationships.

-Self actualizing man- need for self fulfillment as a prime motivator.

-complex man- understanding man's motivation is complex with several interrelated factors]

- * The human relations approach lead to Maslow's hierarchy of needs:



1. Physiological needs e.g. food, sleep, sex etc
2. Safety needs i.e. stable environment with no threats
3. Love needs- related to affectionate relations with others and status within the group
4. Esteem needs- self respect, self esteem and the esteem of others
5. Self actualization- self fulfillment

3. MANAGEMENT SCIENCE APPROACH

The ideas of scientific management were pioneered by F.W Taylor, Frank and Lillian Gilbreth, and H. Gantt.

Taylor was convinced that few workers put in more than minimal effort into their daily work. He described this as “soldiering”- man’s tendency to take things easy and the organized restriction of the rate of work by the employer.

His approach used mathematics and statistics to aid in resolving production and operations problems. It required a series of steps;

- Develop a science for each operation to replace opinion and rule of thumb
- Determine scientifically the correct time and method for each job
- Set up a suitable organization to take all responsibility from workers except that of actual job performance
- Select and train workers
- Accept that management itself be governed by science

His approach came to be known as the **Work Study**- facts are substituted by opinions by studying work and timing how long each operation would take in order to produce the best method of doing a job.

After Taylor, came the Gilbreths with the theory of **Motion Study**- the study of task movements. They said that measurement be applied to management in order to find the best way of doing a job.

Assignment;

1. Outline the theories of Gantt and his charts
2. Discuss the advantages and disadvantages of scientific management
3. Write a short essay on the principles of management by Lyndall F. Urwick
4. Discuss the advantages and disadvantages of the ideal type of bureaucracy, as described by Max Weber.
5. Does the work of f. W. Taylor have any relevance to modern management

All these theories led to a summary into two scientific approaches;

a) The systems approach

Organizations viewed as systems, while a system is a collection of interrelated parts which form some whole. Typical systems include- the solar system, human body etc

b) The contingency approach

Its basic concept is that there is no one best way to manage. It has developed from the systems approach. It determines the most appropriate organizational design and management style for a given set of circumstances.

H. MANAGERIAL SKILLS

1. **Technical skills.** This is the ability to use specific knowledge, techniques and resources in performing work.
2. **Analytical skill.** Using scientific approaches of techniques to solve management problems.
3. **Decision making skill.**
4. **Human skill.** Ability to work with and understand others.
5. **Communication skill.** Effective communication.
6. **Conceptual skill.** Ability to know how each part of the organization interrelates and contributes to the overall objectives of the organization

I. FUNCTIONS OF MANAGEMENT

1. Planning
2. Staffing
3. Organizing
4. Delegating
5. Coordinating/controlling/directing
6. Motivating
7. Leadership
8. Evaluation
9. Communication
10. Budgeting
11. Decision making
12. Implementation
13. Problem solving/preventing

PLANNING

- Planning is concerned with the future impact of today's decisions. It is the fundamental function of management from which the other four stem. The need for planning is often apparent after the fact.
- The organizing, staffing, leading and controlling functions stem from the planning function.

- The manager is ready to organize and staff only after goals and plans to reach the goals are in place.
- The leading function, influencing the behavior of people in the organization, depends on the goals to be achieved.
- Finally, in the controlling function, the determination of whether or not goals are being accomplished and standards met is based on the planning function.
- The planning function provides the goals and standards that drive the controlling function.
- Planning is important at all levels of management. However, its characteristics vary by level of management.

Planning Terminology

- **Vision** Nonspecific directional and motivational guidance for the entire organization. Top managers normally provide a vision for the business. It is the most emotional of the four levels in the hierarchy of purposes.
- **Mission** An organization's reason for being. It is concerned with scope of the business and what distinguishes this business from similar businesses. Mission reflects the culture and values of top management.
- **Objectives**- Objectives refine the mission and address key issues within the organization such as market standing, innovation, productivity, physical and financial resources, profitability, management and worker performance and efficiency. They are expected to be general, observable, challenging, and untimed.
- **Goals**- Goals are specific statements of anticipated results that further define the organization's objectives. They are expected to be **SMART: Specific, Measurable, Attainable, Rewarding, and Timed**.
- Development of tactics is a fifth level of **planning**. Tactics, the most specific and narrow plans, describe who, what, when, where and how activities will take place to accomplish a goal.

Strategic Planning

- Strategic planning is one specific type of planning. Strategies are the outcome of strategic planning.
- An organization's strategies define the business the organization is in, the criteria for entering the business, and the basic actions the organization will follow in conducting its business
- Strategies are major plans that commit large amounts of the organization's resources to proposed actions, designed to achieve its major objectives and goals. Strategic planning is the process by which the organization's strategies are determined. In the process, three questions are answered:
 1. Where are we now?
 2. Where do we want to be?
 3. How do we get there?
- The "where are we now?" question is answered through the first three steps of the strategy formulation process: (1) perform internal and external environmental analyses, (2) review vision, mission and objectives, and (3) determine SWOT: **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats. SWOT analysis requires managers to be honest, self-disciplined and thorough
- Strengths and weaknesses come from the internal environment of the firm. Strengths can be exploited, built upon and made key to accomplishment of mission and objectives. Strengths reflect past accomplishments in production, financial, marketing and human resource management.

- Weaknesses are internal characteristics that have the potential to limit accomplishment of mission and objectives. Weaknesses may be so important that they need to be addressed before any further strategic planning steps are taken.
- Opportunities and threats are uncontrollable by management because they are external to the firm. Opportunities provide the firm the possibility of a major improvement. Threats may stand in the way of a firm reaching its mission and objectives.

Directing

- Directing is influencing people's behaviour through motivation, communication, group dynamics, leadership and discipline.
- The purpose of directing is to channel the behaviour of all personnel to accomplish the organization's mission and objectives while simultaneously helping them accomplish their own career objectives.
- It has a variety of names, ie leading, influencing, coaching, motivating, interpersonal relations, and human relations.
- The directing function gives the manager an active role in employee performance, conduct and accomplishments. Managers accomplish their objectives through people. In blaming others for her or his human resource problems, a manager is denying the management responsibilities in the directing function.
- Helping people in the organization with career planning and professional development is an integral part of the directing function.

Organizing

- Organizing is establishing the internal organizational structure of the business.
- The focus is on division, coordination, and control of tasks and the flow of information within the organization.
- Managers distribute responsibility and authority to job holders in this function of management.

Organizational Structure

- Each organization has an organizational structure. By action and/or inaction, managers structure businesses.
- Managers' decisions should reflect the mission, objectives, goals and tactics that grew out of the planning function. Specifically, they decide:

1. Division of labor
2. Delegation of authority
3. Departmentation
4. Span of control
5. Coordination

Division of Labor

Division of labor is captured in an organization chart, a pictorial representation of an organization's formal structure. An organization chart is concerned with relationships among tasks and the authority to do the tasks. Eight kinds of relationships can be captured in an organization chart:

1. The division/specialization of labor
2. Relative authority
3. Departmentation
4. Span of control
5. The levels of management
6. Coordination centers
7. Formal communication channels
8. Decision responsibility

Delegation of Authority

- Authority is legitimized power.
- Power is the ability to influence others.
- Delegation is distribution of authority.
- Delegation frees the manager to use his or her time on high priority activities.
- Delegation of authority does not free the manager from accountability for the actions and decisions of subordinates.

Delegation of authority is guided by several key principles and concepts:

Exception principle - Someone must be in charge. A person higher in the organization handles exceptions to the usual. The most exceptional, rare, or unusual decisions end up at the top management level because no one lower in the organization has the authority to handle them.

Scalar chain of command - The exception principle functions in concert with the concept of scalar chain of command - formal distribution of organizational authority is in a hierarchial fashion. The higher one is in an organization, the more authority one has.

Decentralization - Decisions are to be pushed down to the lowest feasible level in the organization. The organizational structure goal is to have working managers rather than managed workers.

Parity principle - Delegated authority must equal responsibility. With responsibility for a job must go the authority to accomplish the job.

Span of control - The span of control is the number of people a manager supervises. The organizational structure decision to be made is the number of subordinates a manager can effectively lead. The typical guideline is a span of control of no more than 5-6 people. However, a larger span of control is possible depending on the complexity, variety and proximity of jobs.

Unity principle - Ideally, no one in an organization reports to more than one supervisor. Employees should not have to decide which of their supervisors to make unhappy because of the impossibility of following all the instructions given them.

Line and staff authority - Line authority is authority within an organization's or unit's chain of command. Staff authority is advisory to line authority. Assume a crew leader reports to the garden store manager who in turn reports to the president. Further assume that the crew leader and store manager can hire and fire, and give raises to the people they supervise. Both the crew leader and store manager have line authority. To contrast, assume that the president has an accountant who prepares monthly financial

summaries with recommendations for corrective action. The accountant has staff authority but not line authority.

Departmentation

- Departmentation is the grouping of jobs under the authority of a single manager, according to some rational basis, for the purposes of planning, coordination and control. The number of departments in an organization depends on the number of different jobs, i.e., the size and complexity of the business.

Informal Structure

The formal structure in each organization that has been put in place by management has an accompanying informal structure. Management does not and cannot control the informal structure.

The informal structure has no written rules, is fluid in form and scope, is not easy to identify, and has vague or unknown membership guidelines.

For management, the informal structure may be positive or negative. Positive qualities include the ability to quickly spread information and provide feedback to the information. The informal structure gives people a sense of being in the know. Management can feed information into the informal structure at very low cost. The informal structure can also help satisfy employees' social needs.

The negative qualities of the informal structure mirror the positive qualities in several ways. The more juicy a rumor, the more likely is the informal structure to repeat it, expand it and make it into the "truth." Management may not know what information is flowing through the informal structure. Employees can waste a great deal of time nurturing and participating in the informal structure. Finally, the informal structure can fence out new employees, "rate breakers," and change agents no matter the extent to which the formal structure makes them a part of the organization.

Controlling

- Controlling is a four-step process of establishing performance standards based on the firm's objectives, measuring and reporting actual performance, comparing the two, and taking corrective or preventive action as necessary.
- Performance standards come from the planning function.
- Standards should be established for every important task.
- Corrective action is necessary when performance is below standards. If performance is anticipated to be below standards, preventive action must be taken to ensure that the problem does not recur. If performance is greater than or equal to standards, it is useful to reinforce behaviors that led to the acceptable performance.

Characteristics of the Control Process

- The control process is cyclical which means it is never finished. Controlling leads to identification of new problems that in turn need to be addressed through establishment of performance standards, measuring performance etc.
- Employees often view controlling negatively.
- The process anticipates problems and takes preventive action. With corrective action, the process also follows up on problems.
- The organizational culture should prevent a person walking away from a small, easily solvable problem because "that isn't my responsibility."
- Controlling builds on planning, organizing and leading.

Disadvantages of Control

- Managers expect people in an organization to change their behavior in response to control. Employee resistance can easily make control efforts dysfunctional. The following behaviors demonstrate means by which the manager's control efforts can be frustrated:
 1. Game playing--> control is something to be beaten, a game between the "boss and me and I want to win."
 2. Resisting control
 3. Providing inaccurate information
 4. Following rules to the letter
 5. Sabotaging --> stealing, discrediting other workers, chasing customers away, gossiping about the firm to people in the community
 6. Playing one manager off against another

1. LEADERSHIP

It is a dynamic process in a group whereby one individual influences the others to contribute voluntarily to the achievement of group tasks in a given situation.

The activities of managers cover many areas but the most important function as a leader is to encourage employees to produce the best work in order to improve the performance.

A leader:

- Plans
- Makes policies
- Organizes
- Controls
- Coordinates

TYPES OF LEADERS.

1. Charismatic leader

Has influence due to the strength of personality e.g. Napoleon, Hitler, Churchill etc

2. Traditional leader

By birth or inheritance

3. Situational leader

Provides temporary leadership- being at the right place at the right time.

4. Appointed leader

Influence arises from his position in the hierarchy e.g. managers, supervisors etc

5. Functional leader

Acquires leadership by what he does. Determined by the expertise or skills.

Types of leaders can also be divided into the formal and informal:

- ◆ Informal- chosen by the group i.e. social group, church, political party etc
- ◆ Formal- appointed or chosen

LEADERSHIP APPROACHES

1. The quality approach

Qualities suggested are:

- Good personality.
- Intelligent.
- Self confident.
- Courage.
- Initiative.
- Imaginative.

2. The situational approach

This suggests that authority flows from one who knows. A person with appropriate ability for group's task is likely to make a better leader.

3. The functional approach.

The leadership process is a function of the leader, the followers and the situations. Therefore the basic elements of leadership are:

- i. the leader- skills, knowledge, personality
- ii. Tasks or goals of the organization.
- iii. Group members i.e. subordinate- skills and motivation.
- iv. The environment or situation.

QUALITIES OF A LEADER (By Stodgill).

1. Self confidence with a sense of identity.

2. Strong drive for responsibility.
3. Ability to complete a task.
4. Energy.
5. Willingness to accept consequences of decisions and actions.
6. Acceptance of interpersonal stress.
7. Tolerance of frustration and delay.
8. Ability to influence behavior.
9. Ability to structure social interactions to accomplish purpose.
10. Venturesomeness and originality.
11. Excessive initiative in social situations.

By Louis Lundberg:

People will follow the leader who they feel:

1. Knows where they are going and how to get there.
2. Exercises courage and persistence even in the face of danger, opposition or discouragement.
3. Are believable.
4. Do not exploit others for personal advantage.
5. Makes goals seem important, attainable and exciting.
6. Instils confidence in workers.
7. Is articulate.
8. Maintains morale.

AUTHORITY AND POWER.

Leadership in an organization requires authority and power to influence the thoughts and actions of other people.

- Authority is the legitimate right to give commands, to act in the interest of an organization, it can be delegated.
- Power is the ability to impose the will of one person or group to bring about certain behaviors in other persons or groups.
- In organizations power is the capacity to influence another through the control over needed resources.
- Power can originate from a variety of sources.
- Responsibility- is an obligation to perform certain functions on behalf of the organization. Commonly called accountability, it can be delegated.

There are five kinds of power bases, which generally make an effective leader;

1. Legitimate power

Power given to the manager by the organization because of the manager's position in the hierarchy e.g. director.

2. Expert power

Most professionals rely on this power. It is derived from, special ability, skill or knowledge demonstrated by an individual. It makes the leader to be believed because of superior knowledge and skills.

3. Reward power

A leader gives rewards such as money, praise, promotion to subordinates.

4. Referent power

It is based on:

- i. A certain attractiveness or appeal of one person to another e.g. one who is able to influence others easily to agree with his or her views.
- ii. Also based on a person's connection or relationship with another powerful individual.

5. Coercive power

Gives the leader ability to discipline or reprimand subordinate or punish for non-compliance with management.

COMPARISON BETWEEN LEADERS AND MANAGERS

LEADERS	MANAGERS
1. May or may not be appointed	1. Appointed officially
2. Have power to enforce decisions as long as followers are willing to be led.	2. Have power and authority to enforce Decisions.
3. Influence others toward goal setting Either formally or informally.	3. Carry out predetermined policies, rules, and regulations.
4. Interested in risk taking and exploring new ideas.	4. Maintain an orderly control, rational and equitable structure.
5. Relate to people personally in an empathic manner.	5. Relate to people according to their role
6. Feel rewarded from personal achievement	6. Feel rewarded when fulfilling organizations mission or goal.
7. May or may not be successful as managers.	7. Are managers as long as the appointment holds.

LEADERSHIP STYLES.

- A style is a way in which something is said or done.
- It is a particular form of behaviour directly associated with an individual.
- There are three types:
 - I. Authoritarian/ autocratic
 - II. Democratic or consultative
 - III. Laissez-Faire or Free reign

1. AUTHORITARIAN OR AUTOCRATIC

He is a boss and others are there to follow his instructions. He can have any of the following:

- i. **Coercive autocracy.** He orders or threatens.
 - ii. **Benevolent autocracy.** Tell and explains utilizing positive reinforcement if behavior is forthcoming.
 - iii. **Manipulative autocracy.** Cons subordinates in that they are significantly participating as he pulls strings behind the scenes.
- The autocratic leader has no trust in subordinate's ability. Everything is centralized, there is no delegation.

2. DEMOCRATIC OR CONSULTATIVE.

- Employees feel and believe that their inputs are desired and can influence a decision.
- The subordinates are encouraged to participate in decision making. But the leader knows he is accountable for whatever is going to be produced.

3. LAISSEZ FAIRE OR FREE REIGN.

- The leader joins as a fellow participant.
- He delegates work to subordinates and all that he wants at the end are results.
- He only assists where there are major problems.

STAFFING

- In an organization the people who work, there is the most valuable resource.
- Staffing is the process of identifying, recruiting, training and developing personnel, in order to utilize resources appropriately to achieve objectives and goals of the organization.
- Technology and physical resources are not enough, managers should be interested in employees' needs. Personnel department recruits and looks after employees.

Apart from these, the personnel department has other functions :

- ~ Health and safety
- ~ Equal opportunities

- ~ Bargaining
- ~ Appraisals
- ~ Discipline

The staffing process

1. Identification of roles of the organization and minimal requirements necessary to perform the job.
2. Place advertisement, or announcement through national and international media indicating the geographical position of the organization.

Note:

Job advertisements form an important part of the recruitment process. A good advert should contain:

- Job title
- Job description
- Organization activities and marketplace
- Location
- Salary expectation
- Address and contact
- Qualification and experience
- Free benefits if any
- Organization's identity
- Title of immediate supervisor

3. The job analysis should provide the precise job contents, duties, activities, to be performed, responsibilities, qualifications and the results expected from the various roles of the organization.
4. Perform selection through the preliminary interviews to eliminate the obviously unqualified applicants based on excessive demands, inadequate training or education.
5. Testing is applied to screen the applicants in terms of skills, abilities, aptitudes, interest, personality, and attitudes. The test should be reliable, valued, standardized, and objective.
6. After the management approval of engaging the employee, a medical examination will be performed to determine the presence of any existing medical conditions and to ascertain if the applicant is physically capable of performing the job and to provide a record to protect the company against claims for previously existing medical conditions.
7. An offer is then made to the successful applicant, subject to a favorable response from the referees and the medical report.
8. Employee then undergoes an orientation programme i.e. introduction to the job, the organization and other employees.

Advantages of internal recruitment

- i. One knows what he or she is getting.
- ii. It saves on recruitment costs.
- iii. Promotion is seen as an incentive to other employees.

Disadvantages

- i. There no new ideas.

- ii. There will be no “buzz” - an efficiency that follows a new recruitment.
- iii. There is need to replace the person recruited.
- iv. Promotion of one may upset others.
- v. An insider already knows the organization and his qualities are already familiar to the managers.
- vi. An insider will not introduce new ideas picked from outside the way an outsider could.

ORIENTATION OR INDUCTION

New members of an organization need to have a period of induction. This involves:

- ◆ Short familiarization course
- ◆ following an experienced employee around
- ◆ part-time working
- ◆ any other means of gentle induction

Purposes of induction

1. To create a favourable impression about the organization in the new employee.
2. To help the new employee adjust to the job quickly.
3. To provide specific information concerning the task and performance expectations of the job.

CAREER MANAGEMENT

It is a formalized approach to ensure that employees have the opportunity to maximize their potential effectively and efficiently in an organization setup.

When employee’s career needs are not in line with the needs of the organization, he will probably decide to leave.

PERFORMANCE APPRAISAL.

It is an integral part of the staffing function which provides the periodic feedback needed to evaluate the effectiveness of the individuals who are trainable and who possess the essential skills needed to meet the current and future job requirements.

It is also the development of a work environment in which employees and managers set objectives, monitor results and formally evaluate success against predetermined performance goals.

It is a formal mechanism by which an organization can evaluate or assess their human assets.

Objectives of appraisal.

- To identify an individual’s current level of job performance.
- To identify employee strengths and weaknesses.
- To enable employees improve performance.
- Provide a basis for rewarding employees in relation to their contribution to the organizational goals.

- To motivate individuals.
- To identify training and development needs.
- To identify potential performance
- To identify information for succession planning.
- The end result is to assess present performance in order to;
 - reward people fairly
 - identify those for promotion and transfer and training needs.

Annual staff appraisal report.

- It is a system designed to assess the officer's performance in the job as comprehensively and objectively as possible with the help of full knowledge and understanding.
- It should reflect the incidents covering achievements and failures over the review period.
- It should be submitted at least once in a calendar year.

It contains:

1. Personal particulars e.g. name, age, sex etc
2. Employment record i.e. date of employment, job group, any acting appointment, special duty allowance, permanent or temporary or contract, duty station.
3. Qualifications- academic, professional, experience.
4. Self assessment-
 - summary of duties and responsibilities
 - have courses or work benefited you?
 - have you gained any experience?
5. Assessment by the reporting officer.
 - Job requirement, skills, experience,.
 - Performance
 - Knowledge of work
 - Initiative and ability to learn
 - Cooperation
 - Judgment
 - Diligence
 - Discipline and conduct
 - Communication
 - Promotion potential
 - Proposal for performance improvement

DECISION MAKING

Decision making is an everyday activity that may be on the spur of the moment or may involve much thought and consultation. It may be emotional or reasoned.

Definition

It is the process through which a course of action is selected as a solution to a specific problem.

Or

A choice of option or alternatives.

Steps in decision making

- i. Define the problem.
- ii. Collect relevant data.
- iii. Develop alternative solutions.
- iv. Assess the consequences.
- v. Select the best solution.
- vi. Implement solution.
- vii. Measure results.

Problem finding.

- This refers to a process of identifying problems and making decisions and attempts to solve them.
- It also involves activities with existing problems.
- A problem exists when there is a gap between a given situation and objective.

Why make decisions.

We make decisions in order to solve problems and initiate action which will hopefully solve the problem.

When is it required.

1. When choosing a particular remedy for solving the problem e.g. outbreak of cholera, serious accidents etc.
2. When sorting out objectives e.g. the policies of the ministry of health.
3. When there is an obstacle to overcome e.g. constitutional review.

Stages or requirements in decision making.

1. **Facts** - All facts that have an influence on the decision should be known.
2. **Analysis**- Analyze the facts to weigh the pros and cons.
3. **Authority** - formal authority permitting decisions at that level .
4. **Action** - takes the decision and implements it.
5. **Follow-up** - ensure the decisions are carried out.

Types of decisions.

1. Emergency decisions

In a crisis such as accidents, or an issue that calls for immediate action.

2. Routine decisions

Everyday decisions e.g. reporting time for duty, budget speech, etc.

3. Debatable decisions

These are tough decisions that involve more thought and discussion. They usually bring changes e.g. constitutional review, salary review etc.

(Decisions can also be categorized into- strategic, operating and administrative decisions)

Kinds of action when making decision.

1. Interim action

When one buys time on finding the cause of the problem.

2. Adaptive action

You adapt to the problem so that you live with it, e.g. a disabled man using a wooden leg.

3. Corrective action

When one gets rid of the known cause of the problem, e.g. repairing a leaking, performing an operation etc.

4. Preventive action

When the action taken makes the problem less likely to occur e.g. putting up a strong roof.

5. Contingency action

Provides standby arrangements to minimize the effects of a serious problem e.g. generator to cater for power failures or gas.

- ◆ Monitor the results of your decision.
- ◆ Your decision may be wrong, it is better to admit the fact and change the decision. You will be respected more if you change than to persist in carrying out something that is wrong.

SUPERVISION

DEF:

It is the art of working with people through the management functions (i.e. planning, directing, coordinating, controlling, and communicating.) effectively to achieve the objectives of the organization.

Objectives of supervision.

- ◇ Build and maintain an efficient organization
- ◇ Create and maintain an effective workforce.
- ◇ Control and add value toward performance and communicating this value to subordinates.

Responsibilities of a supervisor.

- a) Handle grievances.
- b) Handle indiscipline cases.
- c) Responsible for giving instructions.
- d) Coordinates activities.
- e) Training and development of the people he supervisor.

- f) Effectiveness and efficiency.

Principles of effective supervision.

1. An effective supervisor makes sure the people under him understand:
 - What is expected of them and how is the organization expected to operate.
 - How his job relates to others and other departments.
 - Know where to get resources.
 - Know where to communicate information.
 - Know how the work he is doing will be measured.
2. The workers should have guidance in doing their work by providing them with information in terms of content, techniques, e.g. how to live, organize, schedule, and conduct meetings, personality improvement etc.
3. Show appreciation for good work by giving certificate of merit, writing to tell the worker the good work he or she has done.
4. Correct poor work through constructive criticism:
 - tell the individual on the spot
 - tell the individual why it is poor work
 - Tell the individual what he can do to improve the work.
5. Give workers the opportunity to show that they can accept greater responsibilities.
6. Encourage people to improve themselves and progress (avoid sitting on your workers improvement).
7. Ensure people work in a safe and enabling environment.

Qualifications of a supervisor.

- Knowledge of the job - know the operation aspect of the job.
- Knowledge of the people - knows and understands the people in order to achieve your goals through them.
- Knowledge of leadership.
- Knowledge of self.

Tools to apply for supervision.

- 1. Planning**
 - what is to be done
 - why is it to be done
 - where should it be done
 - who should do it
- 2. Directing**
 - Direct others to ensure plans are executed and achieved according to the set objectives.
- 3. Coordination**
 - Coordinate individual activities so that job is done in a proper manner.
- 4. Controlling**
 - Inspect to see plans are being carried out.
- 5. Have the "skills of personnel"**
 - communicate and relate well

- select people to perform specific tasks
- appraisal
- discipline - self discipline
- personnel development
- custodian of morale - increase morale and motivate
- interviewing and counseling skills
- orientation skills
- skills in teamwork
- Encourage self development.

TIME MANAGEMENT.

Definitions.

1. It is an enabling technique which is fundamental to job performance as an important need for managerial effectiveness and efficiency based on time, allocation and utilization of resources by scheduling and prioritizing the factors to accomplish better results, goals and objectives of the individual and the organization.
2. It is about making time and using it productively.
3. Taking time to think more clearly about the job, analyze it and set priorities.
4. It is a unique resource that you cannot hire, rent, buy or otherwise obtain.

Factors affecting time management.

1. Organization culture — the way workers are used to doing their jobs.
2. Nature of the job.
3. Demands made by own staff.
4. Management style of the superior.
5. Influence of colleagues.
6. Personality and skills of the job holder.

Concepts of time management.

- ◆ The purpose is to improve the quality of your life while improving your productivity.
 - ◆ The principle of time management relies on the concept of efficiency and effectiveness which requires knowing your personal goals and work goals, setting the priorities needed to reach them and having the discipline to reach them and having the discipline to stick to the priorities.
- ⇒ Time utilization and reduction of time wasted are the key aspects of time management.
- ◇ The principle issues are:
 - Related to the nature of the job.
 - Related to the personality and attributes of the job holder.
 - Related to the people who make up the job holders role set.

1. Nature of the job.

- ◇ This is fundamental to the amount of control over time.
- ◇ Should identify priorities in the job:
 - a) The task they are responsible for.
 - b) Task that requires greatest effort or produces greatest return.

2. Personal attributes.

Good time management depends on personality and inclinations e.g.:

- ◇ Some people work well early in the day while others work best later in the day. Some spread out their work while others prefer short intensive periods of work.
- ◇ Some only deal with one issue at a time , while others juggle several issues .
- ◇ Some like to delegate while others keep tasks to themselves.
- ◇ Some are tidy and methodical, others are untidy and disorganized.
- ◇ Some are more skilled and experienced than others.

3. Job context.

It is related to:

- Role set i.e. boss, own staff, colleagues, etc.
- Physical surroundings — office, location of others.
- Culture of the organization.

How can managers improve use of time.

Personal planning

- Personal priority and action planning- develop personal priorities and means for achieving them.
- Identify time wasting activities.
- Set targets for self and staff in order to focus on parts of the job that matter, what needs to be delegate etc.

Delegation.

- Manager transfers legitimate authority to subordinates or team members without giving up ultimate responsibility.

Assertiveness.

- The capacity to express ideas, opinions or feelings openly and directly without putting down ourselves or others.

Personal communication skills.

- Faster reading skills.
- Report writing.
- Handling meetings.

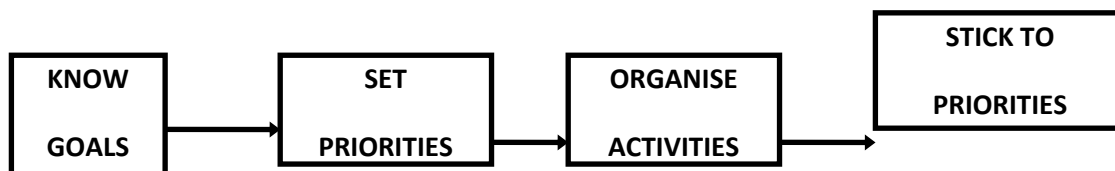
Personal effectiveness.

- Be proactive.
- Begin with the end in mind.
- Put first things first.
- Think of win-win situation i.e. all can benefit.
- Understand first before being understood.
- Personal renewal and reflection.
- Synergize.

TIME WASTERS.

1. Prolonged or unnecessary meetings.
2. Interruptions from own staff, colleagues, or the boss.
3. Idle conversations and over socializing.
4. Unnecessary memos and other paperwork.
5. Misplaced materials
6. Procrastination(delay)
7. Management by crisis.
8. Poor filing systems.
9. Conflicting policies.
10. Unselective reading .
11. Over concern with details.
12. Poor information and communication.
13. Inability to say “no”
14. Poor delegation.
15. Traveling between jobs and departments.

TIME PROGRESS.



Principles of time management.

Efficiency.

Operating in such a way that resources are not being wasted.

Effectiveness.

Doing the right thing in the right way.

Achieving the desired results, while efficiency is achieving the targets with the least possible use of resources.

Guidelines on time management.

1. Know how you spend your time.
2. Learn why your time goes where it goes.
3. Delegate.
4. Sort out what needs to be done now from what can wait until later.
5. Cut down on time wasting activities.
6. Be ruthless about distractions or interruptions.
7. Locate information fast.
8. Build a time control plan that fits your job and your unique personality.
9. Beat the procrastination habit.
10. Use other people's time to your advantage.
11. Be creative with use of your time.
12. Work smarter not harder.

SKILLS FOR MANAGING MEETINGS

1. Plan well by deciding the purpose of the meeting.
2. Conduct them well with a set of ground rules understood by all.
3. Follow to ensure that assignments are completed.

When to hold meetings.

- ◆ When conveying the same message to everyone at once and getting a feedback.
- ◆ When seeking new ideas.
- ◆ When identifying and solving other problems.
- ◆ When gaining support or commitment.
- ◆ Bringing a variety of specialized perspectives to bear on a problem.

Meeting arrangements.

The arrangements should be made in advance.

1. Decide who is to attend the meeting according to the purpose of the meeting i.e. individuals with decision-making authority may be important for the meeting.
2. Arrange for physical comfort e.g. room, seating arrangements, writing materials, food, parking space, security etc.
3. Develop and distribute the agenda.

Planning an agenda

The agenda should:

- a) Itemize the points of business.
- b) Arrange them in order according to priorities and time needed.
- c) Notify those who will be responsible for presenting information.

Importance of Agenda.

1. Allows members to know what to expect.
2. Enables members to prepare.
3. Provides order for dealing with issues.
4. Facilitates responsibility for members to attend.
5. Allows responsibilities to be delegated.

Agenda format

1. **Formal or standing agenda.** It remains the same from meeting to meeting.
2. **Informal flexible agenda.** Subject to change and permits shifts in the order of business.
3. **Timed agenda.** Apportions the amount of time and establishes the sequence of topics to be covered.
4. **Discipline agenda.** Explains something about a topic or decision to be made.

Writing a successful to do list.

1. Write it daily.
2. Be realistic and aware of limits of time available.
3. Do not over schedule.
4. Allow time cushion in between.
5. Review the list every morning.
6. Before doing each item, ask why me(delegate when possible).
7. Group related activities together.
8. Do.

DELEGATION.

DEF:

- Passing down of authority from a superior to a subordinate.
- Process of entrusting authority and responsibility from a manager or a supervisor to a subordinate.
- The one to whom authority is delegated becomes responsible to the superior for doing the job, but the superior remains responsible for getting the job done.
- The best way for a manager to effectively concentrate on their responsibilities is by unloading as much of their work as possible.
- Delegation can take place at the individual or organizational level.

1. **Organizational level.**

- ◇ The structure of the organization as depicted in the organization chart is itself a reserve of delegation.
- ◇ It relates to the position of decision making in the organization.

It involves passing down of authority and responsibility to various levels through out the organization with consideration of centralization, decentralization, provincial levels, district levels etc to be established on the basis of tasks or elements of function.

2. **Individual level**

- ◇ It will involve the various activities that have to be undertaken.
- ◇ Must be distributed among individual members of the workforce by entrusting authority and responsibility to others.

⇒ Delegation is founded on the concept of:

- Authority
- Responsibility
- Accountability

Authority

- ◇ The right to take action or make decisions that the manager would otherwise have done.
- ◇ Legitimizes the exercise of power within the structures and rules of the organization.
- ◇ Enables the subordinate to issue valued instructions for others to follow.

Responsibility

- ◇ Work assigned to a position.

- ◇ Involves an obligation by the subordinate to perform certain duties or make certain decisions and having to accept the possible reprimand from the manager or the superior for unsatisfactory performance.

Accountability

- ◇ Any means of ensuring that the person who is supposed to do a task actually performs it and does so correctly.
- ◇ It requires certain conditions to be established. i.e.
 - must be thoroughly and clearly understood.
 - The person must be qualified and capable of fulfilling the obligation.
 - Sufficient authority to accomplish the task must be delegated.
- ◇ You cannot delegate authority without responsibility and vice versa.

EFFECTIVE DELEGATION PROCESS

1. Grant appropriate authority

- * Responsibility should not be less than the authority delegated.
- * Enough authority should always be delegated to achieve desired results.

2. Consider the capabilities of the subordinate.

- * Authority should be delegated to those who are competent and willing to accept delegation.
- * Consider the job to be done, knowledge, experience, intelligence and limitations of the person(s).

3. Make sure the authority is clearly stated.

- * Should be clearly defined not only to the subordinate but to all the others.
- * Everyone should know who is in charge and where authority resides.

4. Modify the authority whenever necessary.

- * Maintain a flexible attitude about what kind of and how much authority to delegate.
- * Because the environment of business is dynamic, authority relationship may need to be altered from time to time.
- * Authority is revocable- it can be modified by increasing it, decreasing or withdrawing it altogether.

5. Follow unity of command and chain of command.

- * There should be clear reporting arrangements.
- * Each individual reports to one supervisor.
- * Follow chain of command.

6. Develop willingness to delegate.

- * No organization can function without delegation.
- * Some obstacles are psychological e.g. lack of confidence on the staff, fear to lose control. Etc.
- * The manager should be willing to let go.

7. Create supportive climate.

- * Moral and material support should be available i.e., adequate resources (staff, equipment ,expenses, time).
- * Advice and encouragement.

8. Develop effective communication system

- * Flow of information between superiors and subordinates.
- * Enables superior to give clear instructions and subordinates to seek clarification and guidance.

9. Establish an effective control system.

- * To ensure authority delegated is properly used.
- * Set the standards of performance.
- * Evaluate performance.

10. Give incentives

- * Financial and non-financial incentives- reward for successful assumption of authority.

11. Define the results expected.

- * Avoid ambiguous instructions.
- * Clearly define expectations.

RULES OF THUMB OF DELEGATING

Rules for the manager

1. Know the employees strength and weakness.
2. State tasks clearly- what is to be done, but not how to do it.
3. Delegate a little at a time- break up large projects.
4. Ask for feedback- to ensure employee understands.
5. Grant enough authority to do the job.
6. Let go and trust the employee to do the job.
7. Provide support only after employee has had a chance to work out problems.
8. Do not expect the job to be done as you would do it.
9. Evaluate- is it acceptable or perfect.
10. Provide rewards consistent with result and level of responsibility.

Rules for the subordinate

1. Recognize assignment and opportunities.
2. Be realistic about what you are able to do.
3. Ask for clarification.
4. Determine the resources available before accepting the assignment.
5. Report progress periodically.
6. Request support or advice if needed.
7. Be creative in solving problems.
8. Use feedback.

Advantages of delegation

1. Extra time for supervisors or managers.

2. Improves morale and productivity.
3. A means of training to assess a person's likely performance at a higher level of authority and responsibility.
4. Recognition for supervisor and subordinate.
5. Decrease in stress.
6. Planning the future, rather organizing the present.

Barriers to effective delegation

- ⇒ Managers' perception of subordinate and vice versa.
- ⇒ Manager may fear that the subordinate is not capable or may do too good a job and show the manager in bad light.

Supervisors' reasons for avoiding delegation

- a) Lack of trust.
- b) Loss of control.
- c) Shared recognition i.e. "someone else may get the credit I deserve".
- d) Fear for his or her position.
- e) Lack of time.
- f) Lack of incentives.

Subordinates reasons for avoiding delegation

- a) They find it easier to ask the boss to make decisions.
- b) Fear of criticism.
- c) Believe they lack the necessary information and resources to do the job.
- d) Subordinate may already have too much to do.
- e) Lack of confidence.
- f) Lack of incentives.

Factors affecting delegation

1. Nature of the task:
 - ◇ Is it appropriate for the employee.
2. Organizational culture:
 - ◇ Does employee know organizational goals and policies.
 - ◇ Do they encourage delegation.
3. Experience of the employee:
 - ◇ How familiar is the employee to the job.
4. Supervisors' ability.
 - ◇ Capability of selecting and motivating employee.
5. Employees knowledge of the job.

6. Willingness of the employee.

Stages in systematic approach to delegation

1. Clarification of policy and procedures.

- * Establish and define policies and procedures in order to provide a framework for the exercise of authority and the acceptance of responsibility.
- * Managers must be clear.
- * Chain of command with effective communication and coordination between various levels of authority within the organizational structure.

2. Agreement on terms of reference

- * Identify and discuss areas of work subordinate is to be responsible for.
- * Subordinate should understand reasons for delegation, the nature of work, and limitations imposed.
- * This involves the acceptance theory:
“Although the authority gives people power to act officially within the scope of their delegation, this power becomes somewhat meaningless unless those affected accept it respond to it.

In most cases, when delegation is made, a subordinate is left free to choose a response within a certain range of behaviour. But even then an employee still has the choice of doing it or not doing it and taking the consequences.

Therefore, the subordinates control the response to authority. Managers can not afford to overlook the human part when they use authority”

3. Briefing, guidance and training.

- * Once delegation is accepted, give guidance, briefing and training.
- * Advice on where and to whom to seek help or advice.

4. Review and monitoring.

- * Set time limits for delegation.
- * Give target dates for completion of task.
- * Set the performance standards.

5. Freedom of action.

- * Leave subordinate alone to get on with the job.

PROBLEM SOLVING

- ◆ A scientific process provides theoretical framework utilized in attaining solutions to simple or complex problems.
- ◆ It is a systematic procedure with a moderate systematic progression.
- ◆ You need to gather information about the problem and then identify and state the problem.
- ◆ Then start discussing the possible solutions to implement.
- ◆ The problem solving process can be used by anybody to solve day to day problems. It requires experience in application.
- ◆ **The process has 8 phases:**
 1. define the problem

2. gather the information
3. analyze the information
4. develop the solutions
5. consider the consequences
6. make the decisions
7. implement decisions
8. evaluate the solutions

JOB DESCRIPTION

- ◆ It lists the tasks and responsibilities of a job, its title, job specifications, qualifications needed to perform the job, and the compensation level.
- ◆ It is an attempt to get a full picture of a job as it is performed and the sort of motivation needed to carry it out.

Purposes

- a) To integrate the job into the structure of the organization.
- b) Provide criteria for recruiting and screening.
- c) Tell the employee what is expected in performing the job.
- d) Serve as a basis for performance appraisal.
- e) Used for induction.

The data for job analysis is obtained from:

- ◇ Observing member of staff at work.
- ◇ Studying his work diary.
- ◇ A mixture of both the above.

Job title

The name of the position should define it and make it easier for an employee to find it in an organization chart and other assignment lists.

COMMUNICATION

DEFINITION

It is the process of creating, transmitting and interpreting ideas, facts, opinions, and feelings.

It can also be described as the process by which information is transmitted and received.

The communication process

- * It is a sequence of steps needed to transmit a message from a source to a receiver.

- * The aim of communication is to bring about increased understanding to influence action or behavior.
- * It begins from a source with an idea, information etc to transmit.
- * The source chooses a way or a channel through which to transmit the message. This can be
 - « Oral methods e.g. meetings, telephone, presentations
 - « Written reports
 - « Memos, manuals
 - « Interviews
- * The source of the message should send it in a way that is understandable and through an appropriate channel.
- * The source should get a feedback from the receiver to evaluate if the message has been interpreted correctly.

Purposes

- Δ convey knowledge, information or understanding
- Δ obtain information.
- Δ Change attitudes, behaviour etc.
- Δ Changing another's personality.
- Δ Working at a corporate task.
- Δ Supervising the activities of another.
- Δ Supervision and coordination of a group.

Types of communication

- I. Can be grouped into formal and informal.
 - 1. Formal - arranged and approved by the management.
 - 2. Informal- unofficial and unplanned.
- II. A) one way - has no provision for feedback from the receiver.
 - a) Two way - a response is provided for and encouraged.
- III. Can be classified according to the direction i.e. flow of communication.

◆ **Vertical**

This is the commonest. The management communicates policies, plans, information, and instructions downwards.

Employees communicate ideas, suggestions, comments and complaints upwards.

◆ **Lateral.**

It is minimal. The flow of information is between peers.

It may be achieved through interdepartmental meetings and committees. It tends to be faster because their no status barriers.

Barriers to communication.

- i} Age difference.
- ii} Poor timing
- iii} Inappropriate channels-- lack of fluency in the sender, use of jargon, long windedness.
- iv} Differences in perception
- v} cultural and language differences
- vi} Information overload.
- vii} Fear and other emotional overtones e.g. jealousy, anger, love.
- viii} Poor listening skills e.g. busy, preoccupied
- ix} Lack of trust.

Overcoming barriers

1. Be brief and simple.
2. Accuracy and completeness.
3. Choose the right channel.
4. Right timing.
5. Be aware of cultural differences.
6. Effective feedback is essential in order to evaluate understanding .
7. Improve listening skills.
8. Be observant.
9. Body language.
10. Use a combination of communication methods.
11. Be flexible.
12. Strategic use of the grapevine.

Skills of communication

- Telling
- Asking.
- Listening.
- Observing.
- Understanding.
- Convincing.

MOTIVATION

- At a simple level, it seems obvious that people do things, such as go to work, in order to get what they want and to avoid what they do not want.
- People seem to have different wants and needs; therefore part of what a theory of motivation tries to do is explain and predict who has which wants.
- Many theories posit a hierarchy of needs, in which the needs at the bottom are the most urgent and need to be satisfied before attention can be paid to the others.
- Maslow's hierarchy of needs is the most famous example.

Definition

There are many definitions of motivation;

1. The internal state or condition that activates behaviour and gives it direction.
 2. Desire or want that energizes and directs goal-oriented behaviour.
 3. Influence of needs and desires on the intensity and direction of behaviour.
 4. The arousal, direction, and persistence of behaviour.
 5. All the drives, forces, and influences that cause an employee to want to achieve certain aims.
 6. It is what causes people to act or to do something in a certain way.
 7. The process, both instinctive and rational, by which people seek to satisfy the basic drives, perceived needs and personal goals which trigger personal behaviour.
- ◇ Motivation encompasses drives, desires, needs, wishes, and forces towards personal and organization goals.
 - ◇ All human needs have a cause.
 - ◇ At the root of human behaviour are needs, wants or motives. (**Motive**- a need or driving force within a person.)
 - ◇ Human behaviour is goal seeking. People try to achieve objectives or goals which when reached will satisfy their needs.
 - ◇ A person's desire is determined by:
 - Attitude
 - Satisfaction
 - Morale
 - Systems of communication
 - Incentives
 - Fair treatment by management
- ⇒ Schein classified people as follows:
- i. Rational- economic man.**
In this, one self-interest and maximization of personal gains are the prime motivators.
 - ii. Social man**
Predominantly motivated by social needs.
 - iii. Self-actualizing man.**
Individuals need self-fulfilment as a prime motivator.
 - iv. Complex man.**
Here several interrelated factors are at work.

THEORIES OF MOTIVATION

1. Early theories

- Hawthorne studies – by Elton Mayo
- Maslow's Hierarchy of needs
- Theory X and theory Y – D. McGregor
- Motivation – Hygiene Theory – by Herzberg
- Achievement Motivation – by D. C. McClelland
- Others – Chris Argyris, Rensis Likert

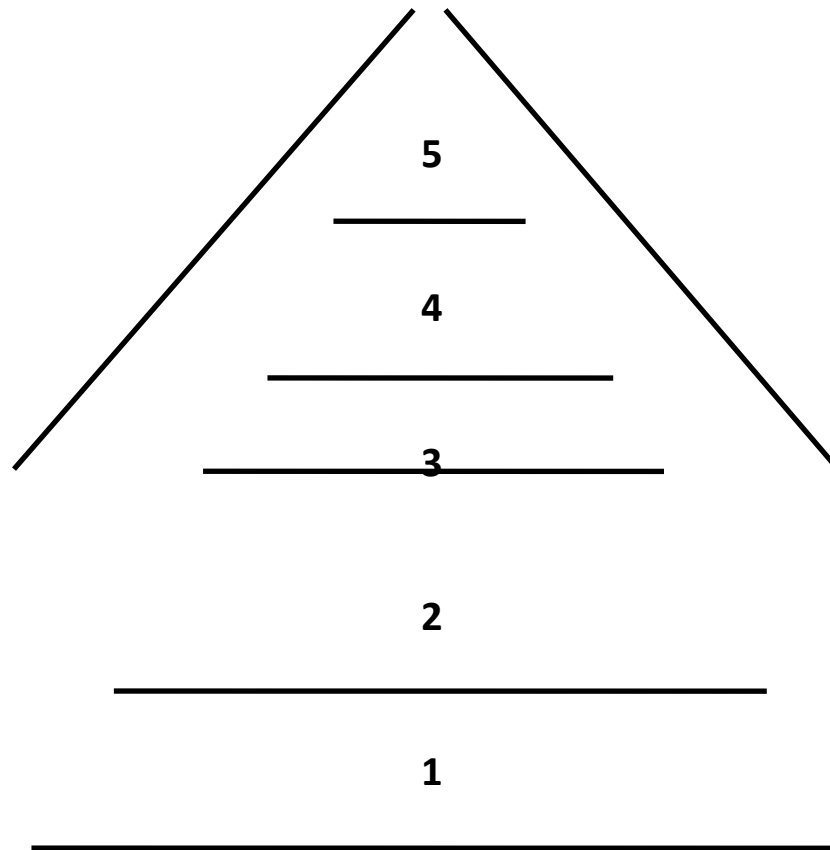
2. Later theories

- Expectancy theory – V. H. Vroom
- Equity theory
- Goal theory
- Attribution theory
- Reinforcement theory
- Theory Z – The Japanese approach

HAWTHORNE STUDIES

- These were studies carried out in five stages from 1924-1936 in the Hawthorne plant owned by western electric in the USA.
- The studies concluded that:
 - a) Individual workers cannot be treated in isolation. They must be seen as members of a group.
 - b) The need to belong to a group and have status within it is more important than monetary incentives or good physical conditions. Informal groups at work exercise a strong influence over behaviour of workers. Supervisors and managers need to be aware of social needs and cater for them.
- Hence social relationships and values of workers significantly affected productivity. Participative management motivates workers.

MASLOW'S HIERARCHY OF NEEDS



KEY:

1. Physiological needs

These are basic needs e.g. food, water, sleep, sex, heat, air

2. Safety needs

The need for self-protection e.g. shelter, self-defense, freedom from war, poison, violence

work safety, job security, health insurance.

3. Love needs

Affection, belongingness - family, friends, teams, depts., coworkers, clients, supervisors, subordinates.

To give and receive friendship.

4. Esteem needs- or ego needs

Approval of family, friends, and community, self-respect, dominate, acquire possessions e.g. a car, an office, carpet, recognition, high status, responsibilities have authority, etc.

5. Self-actualization

Education, religion, hobbies, personal growth or development, training, advancement, growth, creativity, self-fulfillment.

- According to Maslow, lower needs take priority. They must be fulfilled before the others are activated. It makes some basic common sense -- it is pointless to worry about whether a color looks good on you when you are dying of starvation, or being threatened with your life.
- There are some basic things that take precedence over all else. (Or at least logically should, if people were rational. However, is that a safe assumption?)
- According to the theory, if you are hungry and have inadequate shelter, you will not go to church.
- Cannot do the higher things until you have the lower things.
- However, the poor tend to be more religious than the rich, Both within a given culture, and across nations.
- Therefore, the theory makes the wrong prediction here.
- Alternatively, take education: how often do you hear; I cannot go to class today, because I have not had sex in three days.
- Do all physiological needs including sex have to be satisfied before other needs?
- (Besides, wouldn't the authors of the Kama Sutra argue that sex was a kind of self-expression more like art than a physiological need? that would put it in the self-actualization category); Again, the theory does not seem to predict correctly.
- Cultural critique: Does Maslow's classification really reflect the order in which needs are satisfied, or is it more about classifying needs from a kind of perspective, with lofty goals like personal growth and creativity at the top, and instincts like sex and hunger at the bottom?
- Is self-actualization actually a fundamental or just something that can be done if you have the leisure time?

ALDERFER'S ERG THEORY

- Existence needs -- physical well-being
 - Relatedness needs -- satisfactory relations with others
 - Growth needs -- development of competence and realization of potential
-
- It is similar to Maslow -- But maybe a bit more rational. For example, in Alderfer's model, sex does not need to be in the bottom category as it is in Maslow's model, since it is not crucial to (the individual's) existence.
 - Therefore, by moving sex, this theory does not predict that people have to have sex before they can think about going to school, like Maslow's theory does.
 - Alderfer believed that as you start satisfying higher needs, they become more intense (e.g., the power you get the more you want power), like an addiction.
 - Not everyone is motivated by the same things. It depends where you are in the hierarchy.

ACQUIRED NEEDS THEORY (MCCLELLAN)

Some needs are acquired because of life experiences;

- Need for achievement, accomplish something difficult. as kids encouraged to do things for themselves.
- Need for affiliation, form close personal relationships. as kids rewarded for making friends.
- Need for power, control others. as kids, able to get what they want through controlling others.

EQUITY THEORY

- Suppose employee A gets a 20% raise and employee B gets a 10% raise. Will both be motivated as a result? Will A be twice as motivated? Will be B be

negatively motivated?

- Equity theory says that it is not the actual reward that motivates, but the perception, and the perception is based not on the reward in isolation, but in comparison with the efforts that went into getting it, and the rewards and efforts of others.
- If everyone got a 5% raise, B is likely to feel quite pleased with her raise, even if she worked harder than everyone else.
- However, if A got an even higher raise, B perceives that she worked just as hard as A, she will be unhappy.
- In other words, people's motivation results from a ratio; a person compares the ratio of reward to effort with the comparable ratio of reward to effort that they think others are getting.
- Predicting how a person will react to a given motivator, is complicated. People do not have complete information about how others are rewarded, so they rely on perceptions, rumours, and inferences.
- Some people are more sensitive to equity issues than others. Some people are willing to ignore short-term inequities as long as they expect things to work out in the long-term.

REINFORCEMENT THEORY by B.F. Skinner

- All behaviour is determined to some extent by the rewards or punishments obtained from previous behaviour i.e. it has effect of reinforcing the current actions.
- It describes the effects of the consequences of a particular behaviour on the future occurrence of that behaviour. There are four types of conditioning:

1. Positive Reinforcement:

Strengthening behaviour. This is the process of getting rewards as a consequence of a behaviour. You make a sale, you get a commission. You do a good job, you get a bonus

2. Negative Reinforcement:

Strengthening a behaviour. This is the process of having a stressor taken away as a consequence of a behavior. Long-term sanctions are removed from countries when their human rights records improve.

3. Punishment:

Weakening a behaviour. This is the process of getting a punishment as a consequence of a behavior. Example: having your pay deducted for lateness.

4. Extinction:

Weakening a behaviour. This is the process of getting no rewards when do a behavior. Therefore, if person does extra effort, but gets no thanks for it, they stop doing it.

Guidelines to using it:

- Positively reinforce desired behavior.
- Ignore undesirable behavior as far as possible.
- Avoid using punishment as a principle means of achieving desired performance.
- Apply positive reinforcement regularly.
- Assess positive and negative factors in the individuals' environment.
- Specify the desired behavior or performance in quantifiable terms.

EXPECTANCY THEORY (VICTOR VROOM)

- This theory is meant to bring together many of the elements of previous theories. It combines the perceptual aspects of equity theory with the behavioral aspects of the other theories.
- Behavior is formed by subjective perception of a reality i.e. effort to satisfy needs will depend on person's perception of that he or she will expect the effort to be followed by a certain outcome which will bring desirable rewards.

Expectancy;

The person's perception that effort will result in performance.

In other words, the person's assessment of the degree to which effort actually correlates with performance. What the person wants to happen.

Instrumentality;

The person's perception that performance will be rewarded/punished.

I.e., the person's assessment of how well the amount of reward correlates with the quality of performance. Perception that effective performance will lead to desired rewards.

Valence;

The perceived strength of the reward or punishment that will result from the performance. If the reward is small, the motivation will be small, even if expectancy and instrumentality are both perfect (high).

MCGREGOR'S THEORY X AND Y.

These are sets of assumptions about behavior made by managers about their employees.

I. Theory X.

- It assumes that the employee dislikes work and is inherently lazy.
- It resembles scientific management and is similar to Schein's rational economic man.
- Managers assume that:
 - People dislike work and avoid it.
 - People require coercion and bribery to work.
 - People are inherently lazy
 - People avoid responsibility
 - People prefer being told what to do.
 - People only want to be secured.

II. Theory Y.

- Assumes that people like work.
- It is similar to Maslow's higher level needs and Schein's self actualizing man.
- **Assumptions:**
 - Employees like work as naturally as rest or play.
 - They do not have to be controlled
 - They do not need coercion

- They seek responsibility
- They exercise imagination and ingenuity

HERZBERG'S MOTIVATION-HYGIENE THEORY

It is centered on satisfaction at work. It concluded that some factors lead to dissatisfaction at work (hygiene factors), while others lead to satisfaction (motivation).

Motivators:

- i. Achievement
- ii. Recognition
- iii. Work itself
- iv. Responsibility
- v. Advancement
- vi. Growth
- vii. Good salary
- viii. Good relationships

Hygiene factors.

- ◇ Company policies and administration
- ◇ Supervision
- ◇ Work conditions
- ◇ Poor salary
- ◇ Personal life
- ◇ Status
- ◇ Security

D.C. MCCELLAND (ACHIEVEMENT-MOTIVATION)

It consists of:

Need for achievement.

A person tends to have these characteristics:

- The need for achievement is consistent.
- Seek tasks in which they can exercise personal responsibility.
- Prefer challenges within their own mastery.
- Want feedback.
- Less concerned with social or affiliation needs.

Need for power.

- Concerned with acquiring, exercising, or retaining power or influence over others

- Likes to compete with others in a situation that allows him to dominate
- Enjoys confrontation with others

Need for affiliation.

This is a desire for affection and friendship. Its characteristics are:

- It seeks friendship and close emotional relationships with others.
- Wants to be liked
- Enjoys parties and social activities
- Seeks a sense of belonging by forming groups or organizations

Motivators

1. Challenging work
2. Participation in planning
3. Recognition and status
4. More responsibility and power
5. Security
6. Opportunity for personal growth
7. Opportunity for personal advancement
8. Good working conditions
9. Independence of action

Factors that hinder motivation

- ◇ People's wants differ.
- ◇ People's wants change over time.
- ◇ Social conditions are dynamic.
- ◇ Lack of management control
- ◇ Policy and administration of the organization
- ◇ Salary

TEAMWORK

- φ Teamwork and development of a team spirit can go a long way towards increasing the sense of satisfaction people obtain from their working environment and providing them with a sense of purpose.
- φ Lack of teamwork leads to incomplete job or poor performance. Group values, pride and purpose cannot be found.

DEF

A team is a group of people who are interdependent and who recognize that success of each one of them depends on the success of the group.

It is a group in which contributions of individuals are seen as complimentary.

There should be cohesion, much interaction, mutual support and shared perception on issues within a team.

Before forming a team the following issues should be addressed-

- Size of team
- Nature of project
- Requirements of group
- Roles of members of the team
- Abilities of group members
- Norms of the group .

- A strong team has a sense of purpose, clear objectives and goals within the group there should be norms, attitudes, behavior and discipline.

- Individual team members should be open about their views, be prepared to confront where necessary but cooperate with the decisions made by the group.

TEAM ROLES

1. Chairman / Leader

- Individual who can control and coordinate
- Recognizes talent - not threatened by them.
- Concerned with the feasible rather than the exciting and imaginative

2. Shaper / Thinker / coach

- Shapes decisions and thinking of the team

3. Supporter / Coordinator

- Communicates issues ,Plans and obtains adequate resources for the team.
- Reviews teams goals and performance, to make sure that they realistic and challenging.

4. Worker / Doer

-Is more practical - gets things done and wants to get on with the job once decisions have been taken.

5. Competer

- Energy directed to completion of task on time and to a high standard.

How to start an effective team

1. Set ground rules for the team
2. Clarify and agree to the teams objectives.
3. Decide how much time and energy must be committed to achieve goals.
4. Share expectations about working together.
5. Determine a process for conflict resolution,

STRATEGIES FOR EFFECTIVE TEAMS.

1. Be fair and consistent.
2. Keep members informed and ensure communication lines are open.
3. Be aware of individual needs.
4. Maintain respect and trust
5. Analyze problems objectively and rationally.

6. Make decisions by consensus
7. Remain flexible
8. Promote responsibility
9. Obtain resources and remove obstacles.
10. Provide rewards
11. Set achievable goals for the team.

CHARACTERISTICS OF EFFECTIVE TEAMS

1. Clear objectives and agreed goals
2. Openness and confrontation
3. Support and trust
4. Cooperation and conflict
5. Sound procedures
6. Appropriate leadership
7. Regular review
8. Individual development
9. Sound inter-group relations.

ADVANTAGES OF TEAMWORK

- Saves time.
- More work is done
- Facilitates sharing of ideas
- Facilitates equitable distribution of resources.
- Enhances unity.
- Encourages transparency, accountability, and responsibility.
- Reduces interdepartmental conflict
- hastens decision making
- leads to sustainability

Disadvantages

- Laxity
- Conflicts
- Time wasting
- Group pressure - some dominate
- Delays due to long discussions
- Talking much and doing little work

Barriers hindering teamwork.

1. Personal differences in ideas and personalities.

2. Lack of awareness of importance in collaboration.
3. Poor leadership.
4. High staff turnover
5. Poor communication skills.
6. Cultural or religious differences.
7. Lack of funds.
8. Bureaucracy or red tape.
9. Corruption/
10. Conflicting priorities.
11. Political differences.
12. Lack of time
13. negative attitude
14. Personalization of the activity.
15. Hidden objectives
16. tribalism\ nepotism

ORGANIZATIONAL CHARTS AND STRUCTURES

An organization chart is a graphic illustration showing the formal structure or relationships and authorities thro which a business aims to achieve its objectives.

It is considered as a circuit diagram of a business structure.

Purposes

- ↔ the whole structure can be seen at a glance
 - ↔ it is easy to analyze
 - ↔ Management relationships are visible.
 - ↔ The span of control for each supervisor or manager can be seen.
 - ↔ Spheres of responsibility and authority are defined.
 - ↔ Lines of communication are visible.
 - ↔ Weakness in an organization can easily be diagnosed e.g. weak lines of communication, unattached staff etc.
- ⇒ It shows how an organization is divided. This can be by function, geography, product, customer, or a combination.
 - ⇒ To be effective, it should have:
 - names of personnel and their titles.
 - Brief job descriptions.
 - Be reviewed and updated regularly.
 - ⇒ Organization charts can be vertical, horizontal, or circular.

Organizational structure

Def:

It is the sum total of the ways in which it divides its labor into distinct tasks in order to achieve coordination between them.

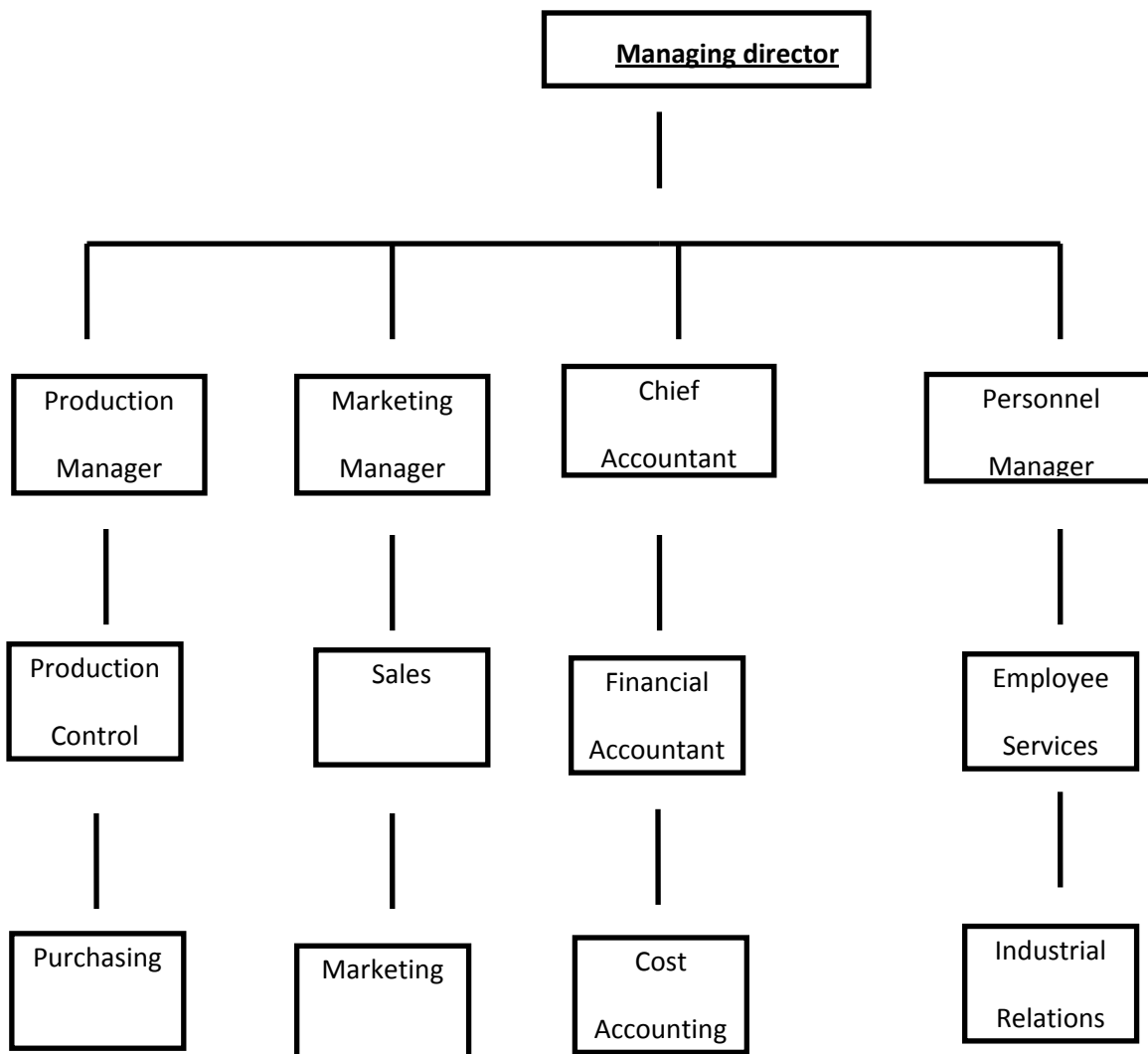
It defines the tasks, responsibilities, work roles, relationships and channels of communication.

Common forms of organizational structure

1. Functional structure.

Its based on groupings of all major business functions e.g. production, marketing, finance, personnel etc

Example:



Advantages

- It is logical, similar activities are grouped together.

- Coordination within functions is improved.
- Efficient use of resources, members share common facilities or machinery.
- Better opportunities for promotion and career development.

Disadvantages.

- Slow decision making- the chain of command is too long.
- Limited management training.
- Less innovative.

2. Product based structure.

It is based on product ranges or services e.g. in health, we can have medical, nursing, surgical services etc

Example:

To draw diagram!!!!!!!!!!!!

3. Geographical structure.

It is based on geographical features e.g. provinces, nations, subcontinents.

3. Divisionalised structure.

Based on products, geography or both, with key functions such as planning and finance at the HQ.

3. Matrix structures.

Is a combination of functional and product based

ORGANIZATIONAL STRUCTURE OF THE M.O.H.

Health sector vision.

To create an enabling environment for the provision of sustainable quality health care that is acceptable, affordable, and accessible to all Kenyans.

Mission statement.

To promote and provide quality curative, preventive, promotive and rehabilitative health care services to all Kenyans.

Health goals.

The MOH lays great emphasis on the important role of PHC in the reduction of the burden of disease.

The goals take into account the following perspectives:

- A) Promote and improve the health status of all Kenyans
- B) Make all services more effective, accessible, and affordable.
- C) Restructure the health sector to respond to the proposed reforms.
- D) Raise a population tuned to good health behavior.

Policy objectives.

1. Enhance efficiency and productivity through improvement of policy mandates, ministerial rationalization and organizational structure while concentrating on core functions of the ministry.
2. Create an environment where quality, promotive, preventive, curative and rehabilitative services are provided.
3. Implement structural, financial and organizational reforms in the entire country.
4. Reduce the burden of disease resulting from vaccine preventable diseases.
5. Develop and put in place cost effective interventions to combat diseases in the country.
6. Expand the coverage and accessibility of health services for the underserved rural communities in a phased approach.
7. Improve food control measures and sanitation facilities.
8. Expand safe water supply.
9. Encourage and financially support community and NGO initiatives in provision of curative care in selected districts.

The MOH is organized into 6 functional departments:

1. Finance and administration.

- Administrative division
- Finance division.
- Personnel division.
- Supplies.

2. Policy, planning and development.

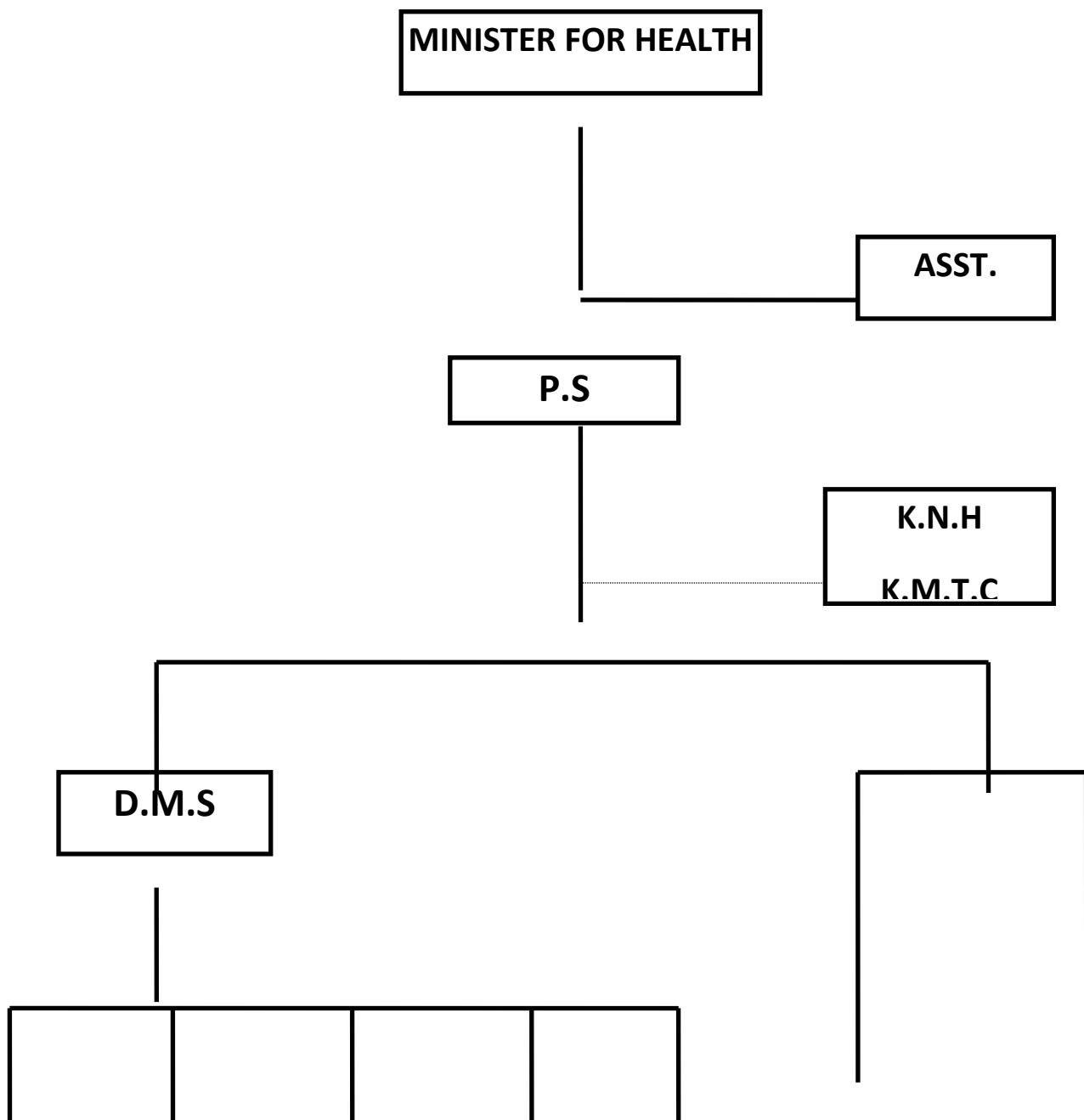
- Project planning, monitoring and evaluation.
- Policy analysis and development division.
- Health management information division
- Donor and NGO coordination division.
- Health care financing.

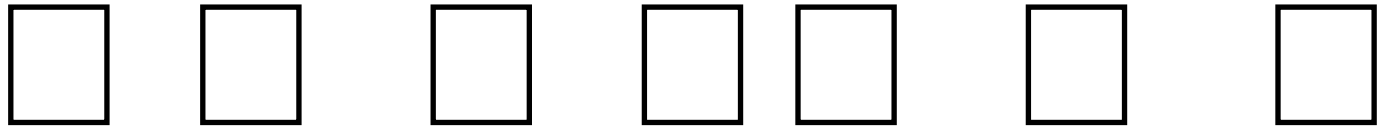
3. Curative and rehabilitative services.

- Nursing
- and dental and clinical services
- pharmacy services
- Forensic and diagnostic services.

CHECK IN THE KENYA HEALTH POLICY FRAMEWORK.

ORGANIZATIONAL STRUCTURE MINISTRY OF HEALTH





KEY:

1. DEPARTMENT OF CURATIVE & REHABILITATIVE HEALTH SERVICES.

2. DEPARTMENT OF PREVENTIVE & PROMOTIVE HEALTH SERVICES.

PROVINCIAL MEDICAL OFFICERS (proposed provincial health services).

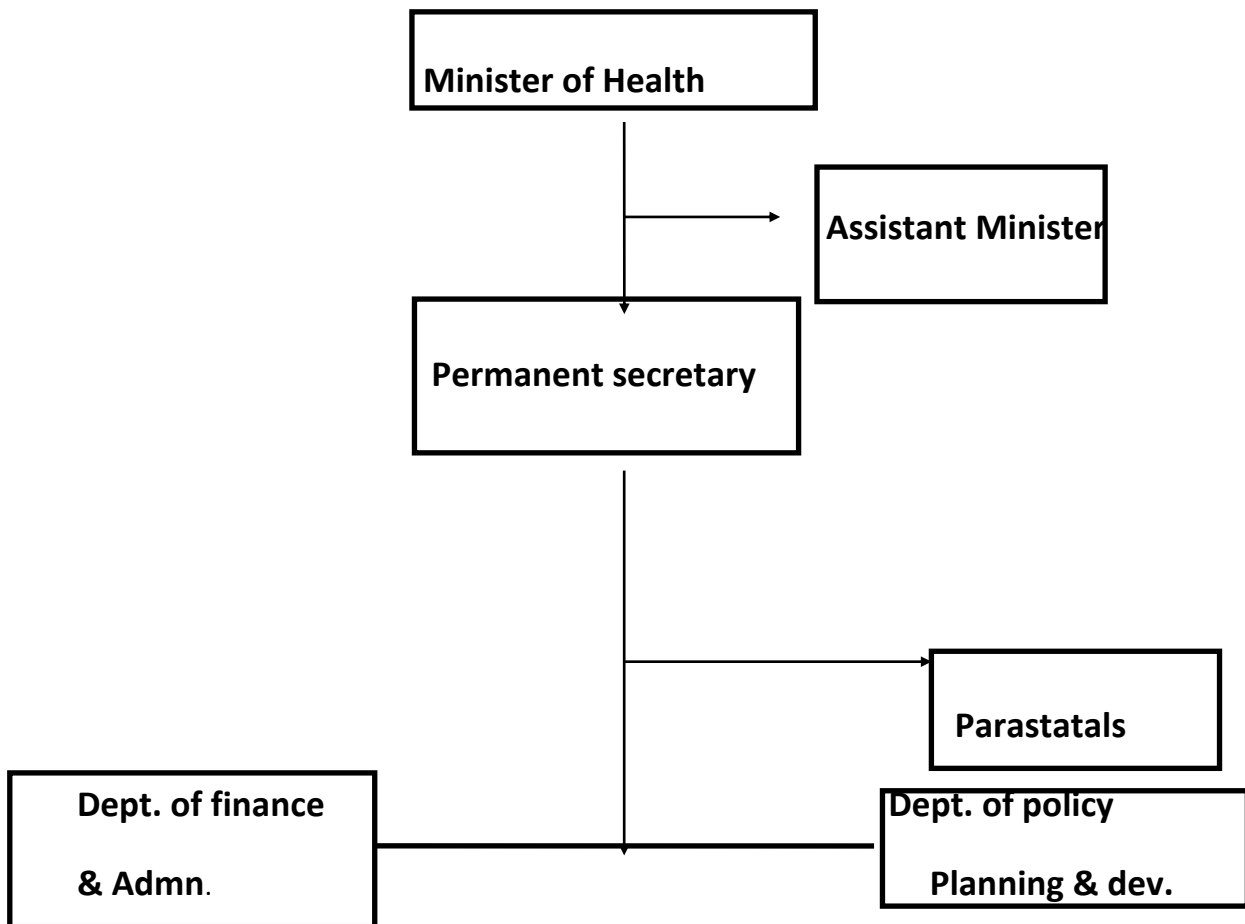
3. DEPARTMENT OF STANDARDS & REGULATORY SERVICES.

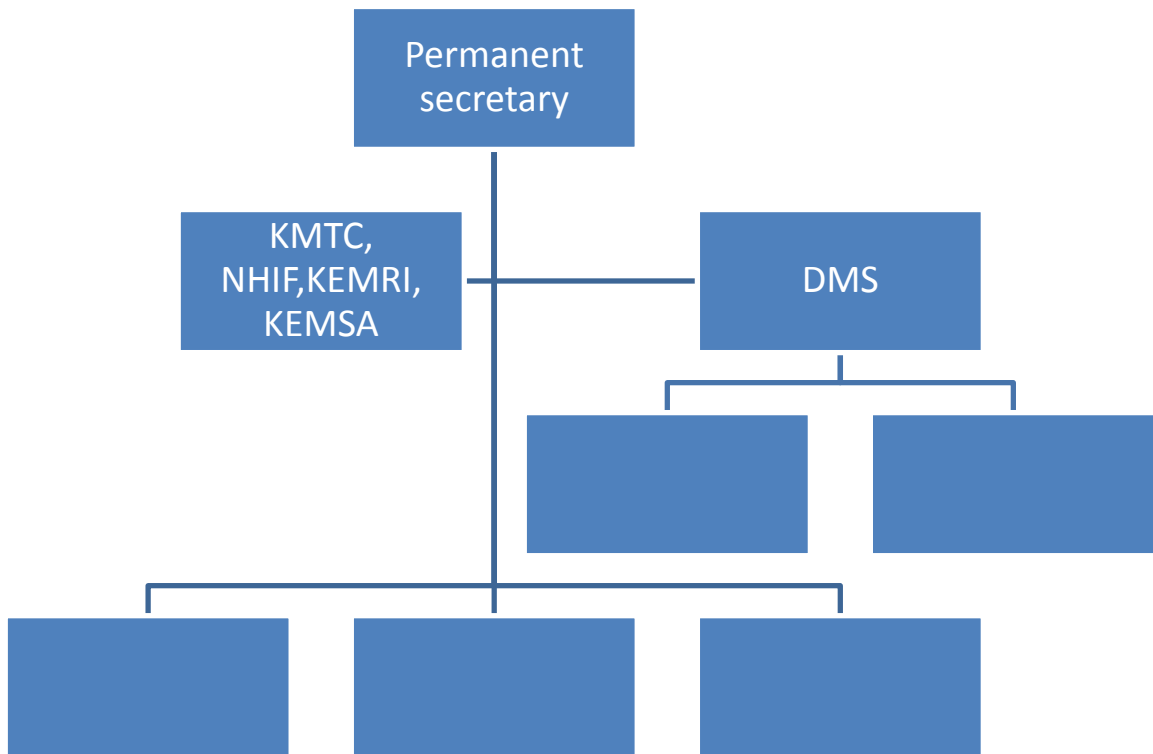
4. DEPARTMENT OF HUMAN RESOURCE PLANNING & DEVELOPMENT.

5. DEPARTMENT OF FINANCE & ADMINISTRATION.

6. DEPARTMENT OF POLICY PLANNING & DEVELOPMENT.

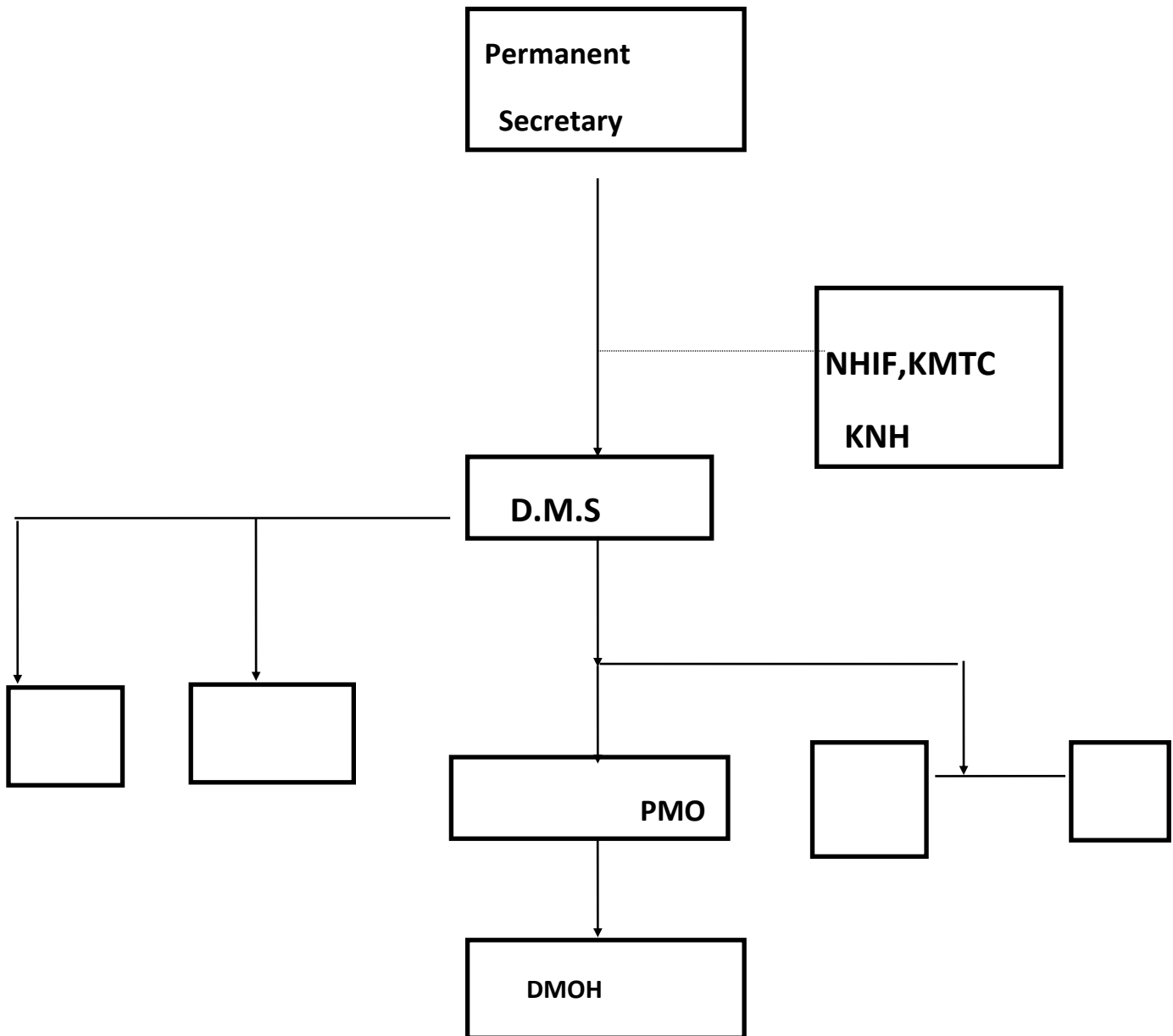
ORGANIZATIONAL STRUCTURE OF THE MINISTRY OF HEALTH





ORGANIZATIONAL STRUCTURE M.O.H

TECHNICAL SERVICES



ORGANIZATIONAL STRUCTURE DEPT. OF POLICY

PLANNING & DEV.

CODE OF REGULATIONS

These are the rules, regulations and procedures for the conduct of government business, the public servants and civil servants.

It consists of the following sections:

Section A

Deals with organization of the government, and procedures for conduct of government business e.g. allocation of functions to ministries, departments, permanent secretaries, PCs, DCs, AG, DPM etc

Section B

Deals with public service commission- recruitment, promotion, disciplinary control.

Section D

Deals with correspondence- publication and printing.

Section E

Terms and conditions of employment, Appointments, promotions, transfers, secondments and other related matters.

Section F

Annual staff appraisal reports

Section G

Rules of conduct, general rules of conduct to be observed by a civil servant to maintain integrity and loyalty to the govt.

Section H

Salaries, increments, and seniority.

Section I

Advances

Section J

Allowances. Deals with various allowances granted to a public servant.

Section K

Transport facilities available to an officer.

Section L

Housing.

Section M

Medical privileges.

Section N

Leave

Section P

Examinations and courses of training.

Section Q

Ceremonial uniforms and dress.

Section R

Miscellaneous

Section E: Terms and conditions of service.

Includes:

1. Salary structure
2. Categories of appointment
 - Permanent and pensionable
 - Permanent without pension benefits

- agreement\ contract

-temporary appointment

- Casual, hourly or daily pay.

- A candidate for employment must complete the application for employment known as the PSC 2.
- Undergo a medical examination on a form known as GP 69.
- Letter of appointment known as GP 24 form.

To be in pensionable employment

- i) Be confirmed in appointment and admitted in permanent and pensionable establishment.
- ii) Should complete >2 years of satisfactory service.
- iii) Clearly demonstrated suitability for permanent appointment.
- iv) Attained the age of 18 years and <45years.

Appointment on agreement

- Where vacancies cannot be filled on pensionable terms because of non-availability of suitable persons or where vacancies exist in the non pensionable establishment such as development projects.

Appointment on temporary terms

- Where service of an officer is not required beyond a period of 6 months.
- Or where a candidate does not qualify for a particular vacancy or the establishment is of a temporary nature.

Address of officer's next of kin

The next of kin form should be filled with name and address, which should be regularly updated.

Others

- Certificate of service
- Certificate of long service for subordinate staff
- Testimonials and commendation letters
- Schemes of service
- Promotions, etc

Section G: Rules of Conduct

1. Private interest

Observe the general principles in relation to private interests

- a. To give undivided loyalty to the government whenever and wherever it has a claim on his services;
 - b. To ensure that he does not subordinate his duties to his private interests or put himself in a position where there is conflict between his duty to the state or his private interests;
 - c. To undertake not to associate outside his official duties with any financial or other activities in circumstances where there could be suspicion that his official position or official information available to him was being turned to his private gain or that of his association;
 - d. To undertake not to engage in any occupation or business which might prejudice his status as a member of the civil service or bring the service into disrepute; and
 - e. To maintain at all times the professional and ethical standards, which the nation expects of him in transacting government business with efficiency, integrity and impartiality.
- On appointment an officer should disclose all particulars of private interest e.g. property, land, and business and obtain permission to retain such interest.
 - No officer on leave may accept any paid employment without the prior sanction of the government.

Interviews

An officer should not be interviewed about public policy without the permission of the government.

Official secrets act

Sign a declaration upon employment and on leaving the service.

Political activity

An officer is entitled to his own views in political matters, but is not permitted to express those views publicly.

Presents

An officer is prohibited from receiving valuable presents other than ordinary gifts from personal friends. Presents from public personages that can not be refused should be handed over to the government.

Absence from Kenya

To travel outside Kenya an officer is required to obtain permission from his permanent secretary.

Absence from duty without permission

It is a gross breach of discipline, which can lead to summary dismissal with loss of all benefits.

Absence due to illness

Must have a medical certificate either from a private or govt. practitioner.

Pecuniary embarrassment

- it is regarded to impair efficiency and trustworthiness.
- It bars promotion or increment.
- If it is serious, it can lead to can lead summary dismissal.

Report of criminal proceedings

All instances in which an officer is charged with a serious offence must be reported, minor offences may be disregarded

Loss of public funds

This can be through:

1. Actual loss, destruction or damage; failure to account for moneys or properties.
2. Non-collection of moneys due to the govt.
3. Excess liabilities or payments.
4. Unauthorized use of govt. Stores, vehicles, buildings, equipments etc.
5. Avoidable compensations e.g. third party vehicle claims, legal and court costs.

Powers of public service commission and judicial service commission

- a. Confirmation of appointment.
- b. Termination of appointment.
- c. Compulsory retirement on reaching the age.
- d. Retirement on grounds of ill health.
- e. Termination on abolition of office.
- f. Interdiction or suspension
- g. Powers of punishment e.g.
 - dismissal
 - reduction in rank or seniority
 - stoppage of increment
 - withholding of increment
 - deferment of increment
 - reprimand, including severe reprimand
 - recovery of cost of or part of the cost of any breakage caused by default or negligence
- h. Retirement in public interest

Section H: Salaries, Increments, and Seniority

- Increment is an increase of salary of specified amount, which, provided certain conditions be satisfied, is granted at regular intervals when due until the maximum salary for the job group is reached.
- The conduct of the officer in the past year should be satisfactory.
- Incremental dates are;
 1. 1st January
 2. 1st April

3. 1st July

4. 1st October

- Seniority is determined
 - i) Reference to the dates on which public officers of the same grade enters the service.
 - ii) By reference to their respective ages.
 - iii) By reference to the maximum point on the salary scale.

Seniority

(a) Between officer in same grade

- Refer to the dates they entered the grade
- If they entered on the same day, refer to previous grade
- Can also be determined by their ages if above does not apply

Section I: Advances

Salary

- An advance not exceeding one month's salary may be given in case an officer is in a difficult financial situation. In exceptional circumstances the advance may equal two months salary.
- The advance should be liquidated in 12 instalments
- Other advances include;
 - Purchase of motor vehicles
 - Overhaul of motor vehicles
 - Purchase of motor-cycles
 - Purchase of bicycle
 - Purchase of refrigerators

Section J: Allowances

Reimbursable allowances

1. Accommodation allowance.
 - Given when an officer travelling on duty is to stay overnight away from his permanent station and makes his own arrangements for accommodation.
 - Paid for a maximum of 30 days
2. Hotel allowance
3. Entertainment allowance
 - Celebrating national events
 - When meeting important foreign visitors
 - When ministers or VIPs are visiting the provinces or districts
4. Subsistence allowance- an officer travelling outside Kenya will be granted a subsistence allowance.
5. Motor vehicle allowance
6. Bicycle allowance

Remunerative allowance

1. Security allowance- when an officer of clerical cadre is required to handle classified material.
2. Acting allowance
3. Special duty allowance- when an officer with lower qualifications is acting at a higher post.
4. Overtime allowance- an officer in job group g or below is required to work overtime and it is not possible to allow him duty off.
5. Field allowance - continuous fieldwork.
6. Hardship allowance
 - North eastern
 - Isiolo
 - Lamu
 - Marsabit
 - Samburu
 - Tana river
 - West Pokot
 - Baringo, excluding Eldama ravine
7. Special allowances
 - In the police and prisons
8. Special allowance to medical personnel
9. Transfer or disturbance allowance

Section K: Transport

Eligibility for free transport

- Free transport may be provided for the officer, wife and unmarried children under 22yrs of age, who are living with and dependent on him, on occasion when they are traveling of first appointment annual leave, convalescent leave, approved medical treatment and termination of appointment.
- Free transport will also be provided for officer traveling on duty.

Government Vehicle Register

- A register all government vehicles, trailers and motor cycles will be maintained by the permanent secretary to that ministry
- The Register will contain the following particulars.-
 - (i) Description of vehicles
 - (ii) Chassis number
 - (iii) Engine number
 - (iv) GK number
 - (v) The date the vehicle is put into service
 - (vi) Department to which allotted
 - (vii) The date of disposal of the vehicle

Log Books

A Log book will be maintained by the department, to which a vehicle is allotted to, provided an operating record to the time of its disposal.

- Officer responsible for vehicles must inspect them and sign the logbooks regularly, preferably weekly and must insist on their correct completion.

- Any damage/defect noticed during the infection should be recorded in the log book

Entries in the Log Book

Entries in the log book will include the following information:

- a) Type and description of vehicle
- b) The make
- c) Chassis and engine number
- d) Engine capacity
- e) GK number
- f) Department which it is allotted.
- g) Brief description of any modifications carried out subsequent to purchase.
- h) Details of repairs (Other than minor adjustment)
- i) Monthly progressive mileage total with average oil and petrol consumption per mile/km or running hours.
- j) An inventory of tools and equipment issued to the vehicle, including replacements.
- k) Numbers and description of all tyres issued to the vehicle
- l) Record of inspections and oil changes
- m) Fuel, oil and mileage log
- n) Particulars of transfers between departments

Ignition keys

The key to all GK vehicles with the exception of ambulances and police vehicles must be handed over to the transport officer or the officer in charge of the vehicle outside office hours (including lunch period)

Drivers

All personnel required to drive govt. Vehicles must have valid driving licenses and must have passed a suitability test, organized the chief mechanical and transport engineer.

- The cost of annual driving licenses of established official drivers will be met from govt. funds.

Transport work ticket

This is a document, which is used to authorize use of a govt. vehicle. It contains the following details;

- a) Vehicle particulars
- b) Distance of travel
- c) Time
- d) Particulars of drivers
- e) Amount of fuel and oil taken

- f) Particulars of authorizing officers
- No government vehicle shall be on the road unless authorized for official government business and must never be used for private purposes e.g. business or pleasure.

Government vehicle check unit

- It is a special unit of the Kenya police which is empowered to stop and check any government vehicle and to prefer charges (where appropriate) against the driver.
- In case of a surcharge, a report should be submitted direct to the accounting officer with copies to the surcharge committee and the controller and auditor general.

Composition of a surcharge committee

It is composed of officers from

- a) Office of the president
- b) The treasury
- c) The ministry of transport and communications
- d) The DPM

Its main purpose is to deal with reported cases of misuse of GK vehicles and it is established in the office of the president.

Accident procedure

- If an accident occurs whereby injury or damage is caused to any person, vehicle, dog or cattle, the driver of the vehicle shall stop, and if required to do so by any person having reasonable grounds for so requiring, give his name and address and also of the owner and the identification marks of the vehicle.
- Any other person in the vehicle at the time of the accident shall also if required to do so, give his name and address.
- The driver shall also report the accident at a police station or to a police officer as soon as reasonably possible within 24 hours of the occurrence.

Transportation of a deceased civil servant for burial

Transport facilities may be provided at government expense to the place of burial when an officer dies in the service.

Section N: Leave

Categories of leave

a) Annual leave

- An officer will be eligible for annual leave at the commencement of a leave year except in the case of a newly appointed officer who will be required to complete a minimum of 3 months before being granted annual leave.
- This leave is not accumulable and must be taken at any time during the calendar year i.e. 1st January up to end of December.

b) Annual leave for casuals or hourly paid

Eligible for ten days annual leave but must have worked for at least 6 months.

c) Sick/Convalescent leave

- It means a period of absence from duty granted on the recommendation of a govt. consultant or a medical officer for recuperative purposes immediately following an illness.
- Convalescent leave in excess of 6 weeks will require confirmation of the DMS. The medical certificate containing the recommendation should indicate where the leave should be spent and the traveling privileges to be granted to the specified destination.

Rates of sick and convalescent leave

An officer may be granted sick or convalescent leave in a leave year subject to the maximum period indicated below, provided that there are reasonable prospects of eventual recovery and fitness for duty.

1. Officers serving on permanent and pensionable, contract and members of the subordinate service may be granted up to 3 months on full pay followed by 3 months on half pay in a leave year.
2. All other officers will be granted sick or convalescent leave up to 1 month on full pay followed by 1 month on half pay in a leave year.

Sick leave may be authorized as follows:

a) By clinical officers

- A clinical officer serving directly under a govt. medical officer may authorize absence from duty up to a maximum of 48 hours.
- Clinical officers in sole charge of a station may authorize absence from duty up to a maximum of 4 days.

b) Government medical officers and consultants.

May authorize absence from duty up to a maximum of 21 days. Clear reasons must be given on the sick sheet form.

c) Private medical practitioners

Up to a maximum of 7 days, if it is necessary to add an extension the case will be referred to a govt. hospital.

Maternity leave.

- A female officer who is required to be absent from duty on account of confinement will be granted maternity leave with full salary for a period of 60 working days which is inclusive of the annual leave for that year.
- The maternity leave application should be submitted to the permanent secretary or head of department at least one month before the expected date of confinement.
- It should be supported by a medical certificate indicating the date on which maternity leave should commence.

Special leave for sportsmen

An officer who is selected to represent Kenya in national, regional or international fixtures will be granted special leave with full salary for the necessary period of training and subsequent participation. The special leave will not be accounted for in the annual leave entitlement.

Public holidays

These are days that are observed according to the public holidays act CAP 110

1. New years day - 1st January
2. Good Friday
3. Easter Monday
4. Labor day- 1st may
5. Madaraka day- 1st June
6. Idd-ul-fitr
7. Kenyatta day- 20th October
8. Independence day- 29th October
9. Christmas day- 25th December
10. Boxing day- 26 December

Festival holiday

- Leave of absence on occasion of religious festivals may be granted without loss of pay for not more than 2 days in a leave year, subject to the exigencies of the service.
- A permanent secretary may also at his discretion and subject to the exigencies of service allow members of staff an hour or so off duty for the purpose of attending religious services on festivals other than on those which a full holiday has been granted.

Terminal leave

- A public officer will be granted terminal leave of 3 months prior to his last date of work with full salary.

Unpaid leave

This may be granted to an officer with prior approval by the PS\DPM on grounds of:

- a) Urgent private affairs in proved cases of exceptional hardship.
 - b) Or on compassionate grounds.
- The leave should normally not exceed 30 days.
 - It will also not be increment and pension earning.

Study leave

- an officer will be granted study leave or students vacation while undertaking a full time course of study at an academic institution e.g. KMTC, university etc

- The officer may be required to resume duty during vacations at his ministry or department, provided he enjoys a minimum of one month's vacation in a year.

DISCIPLINARY PROCEDURES

- An authorized officer may inflict punishment against all acts of misconduct by a public officer in job group A-L without reference to the public service commission.

Absence from duty without leave

- Where an officer is absent from duty without leave or reasonable cause for a period more than 24 hours and cannot be traced for a period of 10 days from the commencement of such absence or if traced, no reply to a charge of absence without leave is received from him within 10 days after the dispatch the charge to him, the authority empowered to dismiss him may summarily dismiss.

1. Interdiction

If an authorized officer is satisfied that the public interest requires that a public officer should cease to exercise the powers and functions of his public office, he may interdict the public officer from exercise of those powers and functions, provided:

- a) Proceedings which may lead to his dismissal are being taken or are about to be taken.
- b) That criminal proceeding is being instituted.
- c) The public officer interdicted shall receive not less than half his basic salary as may be deemed fit.
- d) Public officer under interdiction may not leave his station without the permission of the authorized officer or who is empowered on behalf of the authorized officer.

2. Suspension

An authorized officer may suspend a public officer from exercise of the powers and functions of his public office depending:

- a) On the out come of proceedings from criminal charges
- b) On suspension, the officer shall not be entitled to any salary.
- c) The officer may not leave his station without the permission of the authorized officer or who is empowered on behalf of the authorized officer.

3. Proceedings for dismissal of public officer

When an authorized officer after preliminary investigation considers it necessary to institute disciplinary proceedings against public officer and is of the opinion that the misconduct alleged if proved will justify dismissal from the public service, he shall frame charges against the public officer after consulting the attorney general if he considers it necessary or desirable to do so.

Officer to be informed

- Where proceedings have been taken against a public officer, he shall be notified in writing of the findings on the charge, which has been preferred on him, the punishment (if any), to be inflicted upon him and that he may lodge an appeal within a specified period from the conclusion of such procedure.
- If it is not possible to effect such service upon or communicate such information to such a public officer personally it shall be sufficient if such notice, charge or other document or letter containing such information is sent by registered post address to his usual or last known address.

Pension rights and privileges lost on dismissal

A public officer who is dismissed shall forfeit all rights or claims to a pension, gratuity, annual allowance or other retiring award, and rights or claims he enjoys in regard to leave or passages to the public expenses.

Study leave

- An officer will be granted study leave or students vacation while undertaking a full time course of study at an academic institution e.g. KMTC, university etc
- The officer may be required to resume duty during vacations at his ministry or department, provided he enjoys a minimum of one month's vacation in a year.

Expenditure which is an officers own responsibility

An officer will be responsible for meeting the following expenditure in connection with the course

- a) Contribution to the cost of training
- b) Purchase of books, stationary and apparatus.
- c) All other personal commitments including subscriptions, laundry, recreation etc

Expenditure which will be met by government

1. The government shall continue paying salary and allowances to the officers attending the courses.
2. Fees for approved courses.
3. The cost of transport and traveling to and from the institution at which the training is held.

Bonding

Every officer who attends a course or training may be required to enter into a formal agreement binding him to remain in the public service following the completion of his training for a minimum of 3 years.

Flying the presidential standard

- The personal flag of the president is known as the presidential standard. It is flown to denote the actual presence of the president and supersedes all other flags.

- The flag will be flown night and day, where applicable and is never to be lowered even on occasions of mourning and will extend to the following areas:
 1. Presidents personal residence
The flag will be flown continuously and will not be lowered during his Excellency's incidental absence.
 2. All other places, the flag will be raised on arrival of the president and will be lowered on his departure.
 3. The presidential standard will be flown on any building in which the president is present or on any ship, aircraft on which he travels.

Flying the national flag

The national flag will be flown daily from 6.00 am to 6.00pm at the following areas:

1. Parliament buildings on days when parliament is sitting.
2. Provincial, district, divisional and locational headquarters.
3. Prisons.
4. Ports of entry and other places approved by the office of the president.
5. Government buildings including schools
6. Provincial and divisional police stations
7. All stations where the armed forces stay.
8. All national youth service units and subunits.
9. Ministries of the government, the chief justice, the speaker of the national assembly and the provincial commissioner may fly the national flag on the vehicle in which they are personally traveling while on duty.

Office hours

1. Nairobi

Monday to Friday: 8 am - 1pm

2pm - 5pm

2. Mombassa

Monday to Friday: 7.30am - 12.30pm

2.00pm - 4.30pm

2. all other stations

At hours to be fixed by the provincial commissioner of the province in which they are situated in consultation with the directorate of personnel management on the understanding that offices are to be officially open for a total period of not less than 40 hours per week.

WIDOWS AND CHILDREN'S PENSION SCHEME

The widows and children's pension scheme was established to make provisions of granting pensions to:

1. Widows

2. Children of the deceased public officer and who are under the age of 16 years or above but undergoing fulltime education course who are dependent on the officer before his death.

Entry into the scheme

The scheme is optional for all male Kenyan citizens who are serving the govt. on pensionable terms of service. A female pensionable officer who is Kenyan citizen may opt to join if she can prove that her husband is wholly or mainly dependent on her.

Contribution n to the scheme

A monthly contribution of 2% of the officer's salary will be recovered from his salary for the scheme.

Eligibility for pension\gratuity

An officer is eligible for the grants of pension or gratuity under the pensions act only when he retires from service of the government in any of the following circumstances;

1. Age not less than 50 years.
2. Abolition or reorganization of office.
3. Ill-health
4. public interest

Pensionable office

It means an office to which an officer has been appointed whether on probation or otherwise on terms which include:

1. Eligibility for grant of a pension.
2. Pensionable officer- an officer who is a holder of a pensionable office in which he has been confirmed.

Qualifying service

Service, which may be taken into account in determining whether an officer is eligible by length of service for pension or gratuity.

Pensionable service

Service, which may be taken into account in calculating a pension or gratuity under the pensions act e.g.

1. Temporary service has no pension value.
2. Probationary service followed by service on permanent and pensionable terms is recognized in full for purposes of calculating a pension or gratuity.

3. Contract service is recognized in full if an officer surrenders and refunds the gratuity handed under the contract if he was admitted without a break of service to the pensionable establishment.
4. Provided fund is recognized in full

CODE OF CONDUCT

FINANCIAL MANAGEMENT

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Financial management plays an indispensable role in the achievement of an organizations objective. It touches every employee in an organization. Due to limited resources managers have to make creative use of resources.

Definition

- It is the operational activity of a business that is responsible for obtaining and effectively utilizing funds necessary for deficient use of resources.
 - OR
 - Utilizing methods and controls to effectively achieve publicly determined ends.
- It comprises of 2 important elements:
- ❖ Efficient raising of resources
 - ❖ Wise and accountable use of funds to achieve the highest quality

The objective of financial management is to see that adequate cash is on hand to meet required recurrent and capital expenditure. The control and management of government finances is covered by the following:

1. The constitution of Kenya.
2. exchequer Act and audit Act CAP 412
3. paymaster general's Act and regulations CAP 413

The finance minister administers government finances, he issues financial regulations and procedures, which must be, applied in all government financial transactions.

FUNCTIONS OF FINANCIAL MANAGERS

1. Financial planning and forecasting

It involves;

- ❖ Short and long range planning and evaluation of various courses of action.
- ❖ Interpretation of financial implication of legislation and regulations.
- ❖ Preparation of procedural manuals and instructions.
- ❖ Definition of programs and activities.

2. Budget preparation and expenditure control.

3. Accounting systems and procedures

Developing accounting systems

Developing cost accounting – determining cost of a product, service or activity.

4. Reporting for financial management control – reporting financial data.
5. Maintenance of asset control system – manager establishes control procedures for safekeeping of assets such as inventories, cash, materials and equipment.
6. Staff training
7. Analysis of fiscal health.

THE TREASURY

It is under the minister who at the time is responsible for finance. He delegates responsibility to the permanent secretary to the treasury to exercise and perform on behalf of the treasury the powers and duties as laid out by the exchequer and audit act.

Treasury also delegates some responsibilities to an accounting officer.

ACCOUNTING OFFICER

- ❖ Is any person appointed by the treasury and charged with the duty of accounting for any services in respect of which has been appropriated by parliament.
- ❖ He is appointed personally by letter issued by the permanent secretary to the treasury, to be responsible for the financial business of the ministry for whose vote is required to account to parliament.
- ❖ He in turn delegates some responsibility to heads of department as A.I.E holders.
- ❖ He is however responsible for the aggregate accountability of the vote and he is answerable for the same to parliament.

BUDGET

A budget is an economic, planning, political and social document. It outlines the objectives and activities or projects to be provided and indicates the necessary expenditures and available resources in quantitative terms.

Def:

Process by which the government executive branch plans its activities for a coming period and quantifies its activities in shillings and then approved by parliament.

The budget as an instrument;

1. Planning instrument – sets goals, priorities, and strategies.
2. Political instrument – involves competing interests.
3. Social instrument – provides a vehicle to grant and deny privileges.
4. Economic instrument.
5. Legal instrument – grants rights, responsibilities, power and guidelines to regulate the budget.

Purpose of budget

- ❖ Plan for keeping government agencies solvent-expenditure should be covered by existing reserves, expected revenue and loans, which can be obtained and repaid.
- ❖ Establish priorities.
- ❖ Allocate resources among the different activities.
- ❖ Determines, within the law, the levels of taxes, fees and charges to be collected by an agency in the coming year.
- ❖ Provides legal authorization for expenditure
- ❖ Provides comprehensive information on financial position and plans of the agency

As such, the budget has three roles:

- ❖ A policy making role – in choosing how to allocate resources
- ❖ A mix role – allocating resources to departments and estimating inputs (personnel, buildings) required to achieve specified outputs
- ❖ A control role – legal authority to collect and spend money.

GOVERNMENT BUDGET

In the government sector, the annual budget consists of;

1. The revenue budget
2. The expenditure budget

Revenue budget

The components of revenue budget are:

- ❖ Tax revenue (from both direct and indirect sources)
- ❖ Government borrowing (from internal and external sources)
- ❖ Grants in aid (from bilateral and multilateral donors)
- ❖ Other revenue from a variety of sources e.g. sell of govt assets, rental on government s properties, fines etc.

Sources of finances for a health facility

- ❖ Government
 - Tax based treasury funding i.e. PAYE; VAT; Customs duty and grants
 - Health insurance (NHIF)
 - The loans will be either – internal through treasury bills, bonds, or external (donor support).
- ❖ Private financing
 - User fees (cost sharing)
 - Facility improvement fund
- ❖ Community financing
 - The BAMAKO Initiative (B.I)
 - Fundraising/harambee efforts
 - Gifts of resources e.g. labour materials etc.

Expenditure budget

This consists of:

1. recurrent expenditure
2. development/capital expenditure

Recurrent expenditure

This is the daily running expenses incurred in the provision of government services from year to year.

Development expenditure

This is the outlay incurred to acquire or develop new productive capacity like:

- new equipment
- infrastructure
- human skills and other facilities

Capital expenditure

Is defined to include major repairs carried out to extend the operational useful lives Of capital goods and facilities.

Purpose of the budget

- a) As a tool of accountability.
- b) As a tool of management.
- c) As an instrument of economic policy

A budget is an instrument of accountability in that the government agencies are responsible for the proper management of funds and programmes for which the funds are appropriated. It is also a tool of management because a budget as an operational document specifies directly or implicitly the cost, time and nature of an expected result.

The budget as an instrument of economic policy has more varied functions:

1. In policy terms, it indicates the direction of the economy, it expresses intentions regarding the utilization of the available resources.
2. In operational terms, it leads to the determination of the national growth, investment goals and in more detailed with the allocation of resources among consumption, transfer and investment outlays and among sectors.
3. In promoting micro-economic balance in the economy due regard is paid to revenue, expenditure and monetary policies. Available resources should be allocated among various uses intended to maximize benefits.

THE BUDGET CYCLE

The annual budget in the past was built on a refined draft estimates from the forward budget. The cycle used the same micro-economic data to establish the expenditure ceilings.

The preparation would take place in January to May of a year. However, the MID-TERM-EXPENDITURE FRAMEWORK replaced the forward budget since the financial year 1999/2002.

The government therefore has only two budget cycles, which are:

1. The revised budget.
2. The mid-term expenditure framework budget.

The revised budget cycle

The revised budget cycle takes place between December to February of each year.

This is a half-year comprehensive and detailed review of the ongoing programmes and activities.

The review takes into account the following;

- a) Sector priorities and allocations- re-allocations to meet urgent expenditure within the sector can be proposed.
- b) Settling of pending bills- re-allocations can be made to address those items that are likely to accumulate pending bills during the financial year.
- c) Core poverty programmes-
 - Ensure that core poverty expenditures are undertaken promptly in accordance with budget provision.
 - Additional expenditure approved in writing has to be reflected in the revised estimate.
 - All collections of the Appropriation In Aid(AIA) to be reviewed and ensure that the provisions reflect the trend of collections.

Appropriation in Aid

A.I.A are funds raised by the ministry in its normal business but are not remitted to the treasury as revenue.

The ministry to offset its gross expenditure uses it. The exchequer issues will be less these amounts.

THE MTEF BUDGET

The MTEF is a multi-year public expenditure planning exercise, which is used to:

1. Set out the future resource requirements for the existing services.
2. Assess the resource implications of future policy changes and any new programmes implied by these.

Features of MTEF

1. The MTEF should be realistic
 - ❖ It should be set with a macroeconomic framework and coordinated by the ministry of finance.
 - ❖ The government should spend what it can afford and not what they need.
 - ❖ The public expenditure should be set at a level, which remains consistent with macroeconomic stability when all revenue resources including aid flow are considered.
 - ❖ Within this overall framework, allocations to various sectors including health are made according to the National strategic priorities.
 - ❖ Best estimates of future resource levels are usually referred to as a “Resource envelope”.
 - ❖ The estimates should be realistic.
2. should provide an indicative resource allocation over a rolling period of 3-5years
 - ❖ The figure for year 1 of the MTEF should always be the same as for the annual budget.
 - ❖ For future year’s practices, the recurrent implications of existing commitments need to be projected throughout the planning period and financial implications of any policy changes and new programmes included.
 - ❖ In later years (years 5 and 4) no new policy commitments are included leaving scope for more spending on existing programmes. Both the MTEF and the annual budget should be developed through the same process and ultimately approved by the cabinet.
 - ❖ It therefore needs to be updated on annual basis. The figures projected for later years are not seen as entitlements but as best estimates for planning purposes. However, any budgetary system needs to have some flexibility to respond to changing priorities through the budget year.
3. It should be comprehensive
 - ❖ Covering all public expenditures and revenues from all sources including external development partners.
4. There should be broad participation, with exhaustive discussions.
5. the MTEF should be presented in sufficient details
6. The MTEF should provide clarity in terms of accountability and responsibilities.
7. It should be approved by the cabinet and be published to enhance its credibility.

What can MTEF ACHIEVE?

1. Improve the efficiency of public expenditure and ensure that key services are adequately funded. It allows the future implications of policy decisions to be fully assessed and their affordability considered- something the annual budget cannot do.
2. Improve predictability of resources flows if estimates are based on assumptions that are more realistic.
3. Raise resource consciousness and promote more outcome-focused approaches by requiring line departments to be more explicit about what they propose to do, why they want to do it and how much it will cost.

4. It improves accountability by encouraging governments to consider the medium and long-term financial implications of their policy choices.
5. it can promote intersectoral approaches

What problems do we face in preparing the MTEF

1. Micro-economic instability. Rapid inflation can render forward planning impossible.
2. Lack of quality and timely financial information.
3. Weak financial statements- systems may not be in place to inform budget holders on whether there is adherence to budget ceilings.
4. Capacity and institutional weakness.
5. Lack of budgetary discipline.
6. Over ambition- attempting to achieve too much with too little leading to poor performance.
7. Being unrealistic.

Steps in preparing the three year rolling MTEF

1. briefing of the previous sector working report in order to:
 - i. Identify gaps and constraints
 - ii. Conduct an assessment of sector performance over the previous fiscal year.
 - iii. Establish cross-sector reallocations and deviations.
 - iv. Coordinate all activities leading to the development of a sector wide planned and production of a sector report.
2. review and classify ministerial activities
 - i. Review all activities including those intended for inclusion in the next 3 years.
 - ii. Classify activities into sectors
 - iii. Finalization and submission of sector reports
 - iv. Dispatch of treasury circulars with sector resource envelopes
 - v. Sectoral resource bidding i.e. areas where resources will be appended to
 - vi. Submission of itemized budget to the treasury
 - vii. Review and consolidation of MTEF budget estimates at the treasury
 - viii. Submission of draft budget to the government for approval
 - ix. Printing of estimates
 - x. Laying of estimates to parliament

Documents for presentation to parliament in June each year

1. Economic survey
2. Financial statement
3. financial bill and provision of collection order
4. appropriation bill and vote on accounts
5. estimates of recurrent and development expenditure
6. revenue estimates
7. budget statement

CONSOLIDATED FUND SERVICES

The constitution of Kenya and other regulations provide for some specific categories of expenditure to be directly charged to the consolidated fund e.g.

- the salary and allowances of the president
- the servicing of public debt
- pension funds

The consolidated fund services are administered by the treasury.

Prior to 1st July in a financial year, the national assembly, acting in accordance with the relevant section of the constitution of Kenya, authorizes the withdrawal from the consolidated fund of money not exceeding one half of the net sums included in the estimates of the recurrent and development expenditure for that year and previously laid before the assembly.

The funds are provided for meeting expenditure necessary to carry on services of the government until such a time as the appropriation act for that year comes into operation.

Issuing of AIE

Annual operations start when an AIE is issued from the approved budget. The AIE will be entered in the vote books for the expenditure controls.

As the department spends in the normal way the commitment documents i.e. LPO, LSO, imprest warrants are committed in vote books and when payment is done, the commitment is reversed and the actual payment entered in the vote book.

The balance of the A.I.E will be reflected in that vote book. A.I.Es are issued to the holders in quarters at the headquarters. The provision in various votes is divided into 4 quarters, which are released every 3 months.

Exchequer issues

Each accounting officer is issued with the exchequer grant, which is voted by parliament and authorized for the issue from the consolidated fund in the vote on account.

The accounting officer's account must show, among other things, how the money is voted to him by parliament has been utilized and how any unexpended balances have been disposed of.

A.I.E has to be supported by cash.

ACCOUNTABLE DOCUMENTS

These are classified official documents used in the government business transactions for the procurement and receipt of goods and services.

Examples of these are:

1. Local purchase order(LSO)
2. Local service order
3. Cash book FO26
4. Vote book FO11
5. Cheque book
6. Counter requisition and issue voucher s11
7. Counter receipt voucher s13
8. Issue and receipt voucher s12
9. Stores ledger and stock control card (s3)
10. Payment vouchers
 - i. FO20
 - ii. FO22
 - iii. FO17
 - iv. FO79
 - v. FO24

1. **Local purchase order-**

This an accountable document used for ordering goods locally in the government sector.

2. **local service order**

Is an accountable document used for ordering services locally in the government sector.

3. **cash book(FO26)**

Is an accountable document used to record daily receipts and payments of cash or cheque.

4. **cheque book**

Is an accountable document accepted universally, it contains printed cheques, which are used for payment of goods and services instead of cash.

5. **vote book(FO11)**

It is a financial order book, which is an accountable document used for recording the commitments and payments effected under a particular vote.

6. counter requisition and issue voucher

Accountable document used in stores for records and future references. It has three main parts to be filled as followed:

i. Part 1:

- Ministry
- Department
- Unit
- Issue point
- Point of use

ii. Part 11:

- Item description
- Units of issue
- Quantity required
- Quantity issued

iii. Part 111:

- Date
- Requisitioning officer
- Designation
- Signature
- Issued by-signature, date, and received by, designation.

The S11 is completed in triplicate. The original remains with the issuing officer duplicate with the receiving officer and triplicate remains in the book.

7. counter receipt voucher(S13)

Accountable document used in stores to support the entry or entries for receipt of goods during or after processing payment vouchers.

- Part 1- ministry, department or branch, unit, source
- Part 11- item description, unit, quantity, value, remarks e.g. donation.
- Part 111- issuing officer and receiving officer each with signature and designation.

The S13 has 3 leaflets, the original remains with the receiver, the duplicate- if goods donated the donor goes with it, and if bought with cash it is attached to the payment voucher.

8. Issue and receipt voucher

It is an accountable stores document used for both issue of goods and receipt of goods. It is the most commonly used by the government.

It has three complicated parts to be completed i.e. column A, B, and C.

Part 1

Column one A- i) ministry or department issue unit issuing officer, designation stamp
ii) Merchant, address, date.

Column one B- issue approved by, date, stores processed by, stores recorded by, mode of dispatch.

Column one B

- i) Issue approved by, date, stores processed by, stores recorded by, mode of dispatch
- ii) LPO number, delivery note number, invoice number- these documents shall be attached when making payments.

Column C

Ministry, department, indenting unit, address, delivery office, designation and stamp, reasons for demand i.e. where stores are delivered e.g.

Column D

- i) indent approved by, date, address for delivery, receipt recorded by- has to be approved by accounting officer/authorized officer e.g. MOH and the stores must be recorded in the S3 card.
- ii) Chargeable to- vote/head, subhead/item number- column is for accounts to fill and should be charged according to vote head and entered in the vote book.

Part 11

1. Item
2. Catalogue number
3. Location
4. Description
5. Unit of issue
6. Quantity required or ordered
7. Quantity issued
8. Quantity received
9. Quantity to follow
10. Rate- KSh. 200/tin
11. Total value
12. Stock balance
13. Ledger folio number

Part 111

Signature of issuing officer and date, signature of receiving officer and date,

NB- all items must be certified to the effect that they have been received/ issued and recorded on the ledger/ inventory.

9. Stores ledger and stock control card S3

Accountable document used for accounting for items received in the stores either through donations, or received through other departments.

LOGISTICS MANAGEMENT

Definition

Logistics are essential technical devices and other components an organization uses to transform resources into acceptable products and services according to the objectives and goals of the organization, e.g.

- Equipment
- Vehicles
- Drugs
- Vaccines
- Other supplies such as furniture
- Human resources

Objectives of supplies function

To meet the authorized requirements of customers based on the following rights;

1. The right goods
2. The right quantities
3. Delivered to the right place
4. At the right time
5. For the right cost/price

Responsibility for items of supply

- i) The accounting officer in a ministry is directly responsible for the efficient performance of the supplies function within the ministry.
- ii) The accounting officer delegates authority to other officers whom he holds personally responsible and financially responsible for undertaking the supplies function to ensure that government goods and services are safeguarded against loss, damage or misuse and that the function is carried out efficiently and economically at all times.

Government supplies regulations

This are spelt out in;

- i) Treasury circulars
- ii) The code of regulations
- iii) Government supply manual
- iv) The government regulations and procedures
- v) Departmental stores regulation
- vi) The accounting manual
- vii) Public procurement regulations

Sources of goods and services

Are grouped into four main categories for procurement purposes:

1. Common user items or stores
2. Government printed materials
3. Contracted items
4. All other items and services

Why keep stock records

1. To indicate the amount of stock of any item
2. To establish a link between the physical stock and the stores account
3. To provide a means of provisioning i.e. determining how much should be ordered and when to maintain stocks at a required level.
4. To supply information for stocktaking
5. To provide a method of informing warehouse staff of the location of goods in the warehouse
6. To serve the purpose of a pricelist
7. To provide the information on the use being made of items in the stock
8. To provide information on the actual loss of goods in case of theft or destruction of the goods in the warehouse

Why update records

It is mandatory to update all records to portray the actual position. Incorrect records give incorrect information that leads to incorrect kind of action e.g.

- Ordering more stores because the record shows that more stores should be ordered while there is physically stock
- No action taken to replenish stock since records show that there are enough stocks, while there is nothing or there is insufficient stock.
- Records indicating that only a few items (10) were received while many items (100) were received
- Records indicating that there are plenty of items for use while they are expired.

Correction and alteration of records or documents

1. Erasures are not to be made on vouchers, records or documents. Corrections and alterations must be made by striking through in ink with a single line the incorrect entry and substituting it with a correct one. The correction must be made and initialed by an authorized officer.
2. Alterations to accounting records may only be made with the prior consent of the senior officer concerned, who must initial the alteration.

Security of supplies documents

While all supplies documents should be locked away when not in use, certain documents must be kept under lock and key when not in use:

1. Stock ledger and stock control card.
 2. Counter requisition and issue book.
 3. Issue and receipt voucher.
 4. counter receipt voucher
 5. Petrol, oil and lubricants issue and receipt voucher(POL)
 6. LPO
 7. LSO
- NB- quotation and tender documents must be kept securely.

Receipt of goods

1. One of the duties of the stores department is to receive goods and to see that appropriate arrangements are made for inspections. Receipt is the process of examining goods and materials ordered to ensure that they are what were ordered, to the correct specifications, of the right quality, in the right quantities and condition. Delivered goods must be accompanied by identifying documents e.g. delivery notes.
2. Where goods are of a technical nature, make use of technical staff to verify because acceptance of goods of inferior quality is more dangerous than not receiving goods at all.
3. Main documents involved are the S13 and S12. These are raised to confirm that the goods have been received, who has received them and from whom. They are also used to support payment for the goods and postings on the ledger.
4. Items are then stored until needed for use.

Essentials of storage

1. It should be possible to issue oldest stock first i.e. FIFO(first in first out)
2. Should be in good condition when selected.
3. Storage equipment should be easy and quick to use and should be safe to man and the material.
4. All stocked items must be accounted for in the ledger card s3. The quantity received is added to the balance in the card.

Loss of stores

This includes actual loss, destruction, damage, or deterioration (other than by fair means) to all movable government property. Losses of stores may arise from:

1. Deterioration due to fair wear and tear.
2. Obsolete stores
3. Accidents
4. Negligence, incompetence, or misconduct of government employee.
5. Fraud
6. Ageing
7. Theft
8. Fire, floods or other climatic or biological conditions.

Measures used to guard against loss of stores and to guarantee safety and security:

- The stores building should be strong with windows as far above the ground as possible.
- Windows should be small sized and steel based.
- Entry should be strictly controlled
- Expensive items should be kept in lockable cupboards
- Documents used for accounting should be locked up when not in use

- Easily saleable items should be conspicuously marked as belonging to the GOK

Stores may be lost through hazards such as:

- Shock and vibration - bad handling, during transport
- Pressure e.g. stacking
- Dirt leading to corrosion, spoilage
- Fire
- Rodents
- Insects
- Bacteria
- Water vapour
- Temperature e.g. vaccines
- Sunlight

Issuing of stores

- This involves receiving demands, selecting the items required and handing them over to the requisitioner.
- There must be authority to issue items from stores; it is given in the form of a signed document.
- The form used is the S11 or S12. These are used to support booking out the items from the ledger cards S3.

Ensure that goods reach the intended destination.

Disposal of stores and equipment

- When stores become unserviceable, the officer in charge of the stores should prepare the list and call a board of survey to recommend the best method of disposal.
- The board's recommendation is then approved by the head of the institution and items disposed as approved.
- Financial orders require that losses of stores and disposal of accident vehicles be cleared by the accounting officer of the ministry.
- Treasury guidelines require that the process of disposal be speeded to ensure the vehicles are disposed of within 6 months.

COST-SHARING POLICY

Introduction

Since independence, health care in Kenya had generally been free and in the 1st 2 decades, great strides have been made in improving services with a positive impact on child and adult health. In the 80s, the GOK felt it was no longer able to provide unlimited free health care owing to insufficient budgetary allocations. The GOK also recognized the need for every Kenyan to have access to good quality health care. It was therefore necessary to change the health care financing policy.

Various bodies and donors e.g. USAID, World Bank etc assisted the GOK to design the health reforms. Health financing reform was introduced in government hospitals and health centres in 1989. After one year the cost sharing was withdrawn, it was modified and re-introduced in 1992.

Guiding Principles of Cost-Sharing Programme

1. 100% local retention of revenue;

- a) The current policy is that 75% of the funds collected are allocated to the health facility collecting the funds, while 25% is for preventive and promotive health care activities in the district in which the funds were collected.
- b) The provincial general hospital remits 10% of its funds to support provincial health management activities. Out of these, 5% is used for support and 5% for fighting epidemics.
- c) For Nairobi province the PMO is should receive 5% of the funds collected in Mbagathi and spinal injury hospitals and 25% from all the other collecting facilities.

2. Local planning for the use of revenue

Facility level planning is recommended for use of facility funds and district level planning for use of preventive and promotive health care activities.

3. Revenue is additive and “No year”

This means that the treasury may not reduce MOH allocations because of cost-sharing revenue and unspent funds can be carried forward to the next fiscal year.

4. In-patient and outpatient are highest at hospitals, decreasing at health centers and are lowest at dispensaries. (currently payments have been done away with in dispensaries)
5. There is vigorous pursuit of NHIF reimbursement to enhance equity of the programme.
6. Use of waiver and exemptions in order to protect the vulnerable groups.

Exemptions

It is an automatic excuse from payment based on the patient meeting certain specific criteria set down in MOH circulars.

Categories of exemptions include;

1. Exempt patients e.g.
 - Children less than 5 years old
 - Certain students
 - Prisoners
 - Destitutes
2. Exempt illnesses e.g.
 - HIV/AIDS
 - Tuberculosis
 - Leprosy
3. Exempt outpatient services
 - MCH
 - FP
4. Exempt inpatient services
 - Downward and upward referrals

Waivers

A waiver is a release from payment based on a financial hardship at a particular point in time and is not automatic.

Patients must request a waiver and judgment must be made as to whether or not the patient is truly a hardship case.

DISTRICT HEALTH MANAGEMENT BOARD

The minister for health establishes the DHMB by a notice in the Kenya gazette. Each board consists of not less than nine members, constituted as follows;

1. A chairperson appointed by the minister from among the members.
 2. The district commissioner
 3. A person with experience in finance and administration from within the district.
 4. Two persons nominated by NGOs, recognized by the minister, one of whom will represent religious interests and the other, private health services.
 5. One person nominated by the local authority
 6. Not more than 3 persons to represent community interests
 7. The MOH, who shall be the secretary to the board
- The members, except the ex-officio members shall hold office for 3 years, but can be reappointed.
 - The board shall appoint 3 committees;
 - i. Finance and general purposes
 - ii. Quality of curative services
 - iii. Public health care services

The ex-officio members;

1. The PMO
2. DPHO
3. Members of parliament

They shall hold meetings quarterly and the committees shall hold meetings at least once every 2 months.

Meetings to be presided by the chairperson or his vice, the quorum shall be five members.

The roles

- Oversee provision of health care in the district
- Ensure client representation
- Ensure proper use of funds

In regard to the user fees;

1. Represent community interests
2. Review cost sharing expenditure plans
3. Recommend areas to levy user fees
4. Handle consumer complaints
5. Work with DHMTs to coordinate and monitor implementation of GOK and non-GOK health programmes in the district
6. Identify implementation problems and seek corrective action

7. Act as advocates for cost sharing and promote health awareness among the general public
8. To ensure delivery of quality health services by all providers.