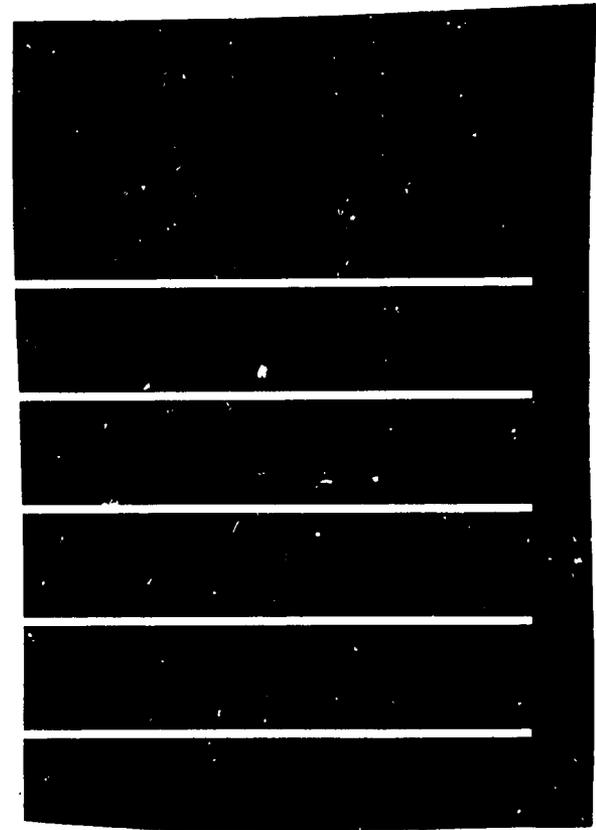


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**A STRUCTURAL AND MANAGEMENT
EVALUATION OF THE
CHRISTIAN HEALTH ASSOCIATION
OF KENYA
APRIL 30, 1988**



**Conducted for FPMT by:
CORATAFRICA**

FOREWORD

The work described in this report was undertaken by CORAT under sub-contract with the Family Planning Management Training Project (FPMT) of Management Sciences for Health. This evaluation is one of several FPMT activities designed to strengthen the organizational management and effectiveness of the Christian Health Association of Kenya.



COMCRAFT HOUSE
HAILE SELASSIE AVENUE
P.O. BOX 42493 NAIROBI
KENYA
TEL: 21115/331698
TELEX: 25782 CORAT

EVALUATION REPORT

CHRISTIAN HEALTH ASSOCIATION
OF KENYA

30 April 1988

*Directors: T.C.J. Ramtu, J.N. Mwangi, Sr. M.T. Gecambi, M.B. Keah, J. Luusa, J. Kweri, Dr. Mrs. H. Kinoti,
Dr. G. Irvine, Msgr. A. Nduekoya (Tanzanian).*

EVALUATION REPORT
EVALUATION OF CHAK SECRETARIAT

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EVALUATION REPORT
EVALUATION OF CHAK SECRETARIAT

by CORAT AFRICA
30 April 1988

1.0 INTRODUCTION

In November of 1987, CHAK approached CORAT to undertake a "Management Needs Assessment." By early 1988, it had emerged that this might be most realistically undertaken as a part of a "management audit," and as a joint undertaking with FFMT (Family Planning Management Training). A subcontract was entered into with the FFMT parent organization, Management Sciences for Health, to carry out the evaluation as part of the management audit. The appropriate guiding focus was seen as being on the role of the Secretariat and the structure of CHAK: the AGM, the Executive Committee, and the Secretariat. These served as the initial terms of reference for the evaluation.

1.1 Background

The Christian Health Association of Kenya (CHAK) is an association of private, church-related health facilities and their parent church bodies. The health facilities include more than 170 dispensaries or other small facilities, 14 hospitals, and over 20 health centres. Many of the member units are engaged in community-based health care (CBHC) and/or mobile community health activities. Some members have only community health activities, with no hospitals or other static facilities.

Together, the activities of CHAK and of the Kenya Catholic Secretariat (KCS) provide of the order of a third of health services in Kenya. The proportion of rural health services is undoubtedly substantially higher than a third. Further, with any reasonable definition of quality, the church-related health services provide an even higher fraction of high-quality, conscientious care. This is widely acknowledged, even within the Ministry of Health.

Need for Evaluation. Although any organization can benefit from periodic evaluation, a number of factors have led to the immediacy of the need for the current evaluation, and for the form it should take. *Precipitating factors* were (i) the departure of the previous General Secretary, which opened the possibility for substantial positive change in structure, and (ii) the cut of the grant from the government, which brought into sharp focus the dependence of the Secretariat on that grant. Another critical factor was (iii) the election of the present Chairman of CHAK, the Right Rev. John Gatu, whose leadership has made possible the climate for change.

Beyond this, it is invariably both the strengths and weaknesses of any organization which determine the issues, ultimate findings and recommendations in any evaluation.

1.2 Evaluation Process

The evaluation was envisioned as having three main activities: data gathering; review of job descriptions, terms and conditions of service and related policies; and preparation of this report.

Data gathering began with several CORAT staff present at the AGM. Numerous interviews were conducted, particularly with those who would otherwise be difficult to reach. Focus at that time was on the role and function of CHAK, views and opinions about the appropriate structure for CHAK, and the desired character and qualifications of a new chief executive officer (CEO) for the Secretariat. *We note that we later recommend that the post of CEO now be "Executive Director" rather than General Secretary. However, until we fully establish the case for that title, we will refer to the post as CEO.*

Another key point in the data-gathering process was a *two-day workshop* held in Nairobi and coordinated with a CHAK Finance and General Purposes (F&GP) Committee meeting. Further ideas and opinions were solicited, and an effort was made to establish the potential of the units to absorb growth. Views on the structure of CHAK were obtained and discussed. This included discussion of processes and methods for assuring quality of the efforts of the AGM, the Executive Committee (ExCo), and methods for assuring quality of a new CEO, etc. CHAK selected and invited members of the CHAK ExCo to join in the workshop. This was held in the fourth week of March.

Other interviews were held in Nairobi with the Chairman, CHAK Secretariat staff, leadership of related NGOs, Ministry of Health (MOH), donors (specifically, USAID) and others. All these were most beneficial in developing insights into the nature of CHAK, its activities and the structures and relationships needed to fulfill its calling.

Review of documentation proceeded throughout the time of the evaluation, and included review of the Constitution, personnel and related administrative policies, and other basic records.

Evaluation Team. The evaluation team was led by Dr. Gordon W. Brown, CORAT Senior Consultant. Ms. Jean Baker of FPMT, who was overall coordinator of the joint management audit, served with the CORAT team in its efforts, providing an important perspective and valuable insights. Mr. William Temu, CORAT Executive Director, spent substantial time in the evaluation process, providing invaluable wisdom on overall structure, particularly the financial element, and on policies. Ms. Teresa Obwaya, CORAT Community-Health Consultant, participated in the early data gathering process and later reflection and analysis. Mr. P.A.S.A. Denis, CORAT Training Consultant assisted with the Constitution and administrative policies. Mrs. Abby Krystall of Matrix Consultants was interviewed and provided such important insights that she should really be considered as a volunteer member of the evaluation team. It became apparent very early that additional perspectives would be needed, and a CORAT Associate, Mr. Joseph Dondo, was retained. Insights from his experience with other major associations (of adult education) and from his general management experience, proved extremely valuable. Finally, Dr. Mark Jacobson, well acquainted with CHAK, and formerly CORAT Medical Consultant, shared his insights as a CORAT Associate.

1.3 Arrangement of this Report

In trying to understand what CHAK Secretariat should be for the future, it was critically important for us to attempt to gain a depth of understanding of CHAK as it is now. In doing this, we

found it important to look at CHAK from the perspective of its (i) activities, (ii) structure and (iii) as a financial entity. Having done this, we were in a position to summarize CHAK's considerable (iv) strengths and (v) key weaknesses. Our findings concerning these elements and associated recommendations are indicated in section 2, following this introduction. The meaning of "core" activities are considered in depth in that section.

It was felt from the start that the key areas needing strength were structural in character. For example, suggesting ways of enabling the Executive Committee to be more effective. This feeling was affirmed as the evaluation proceeded, and nearly all findings can be understood as structural. Organizational charts and relationships; policies; constitution...these are all elements of structure. And these are the areas where we make what we believe are the most important recommendations. In section 3, we consider the most important and most fundamental structural element in any organization: the constitution. We make a number of recommendations which we believe will strengthen the decision-making capabilities of the Association, particularly those of the Executive Committee.

We then look at what reasonable modifications are needed to design a specific structure for the Secretariat. For example, an important insight was that Dr. Irvine's most important contributions during the last several years have been in the area of project development. It was then clear that project development had to be a specific structural element for the future, and understood as such, if CHAK was to move toward greater effectiveness. We had, also, to insure that certain "core" functions were given major strengthening in the structure. This is the subject of section 4.

Any organizational structure, of course, needs to be carefully staffed. Part of the process of institutionalization (ie, giving them structural strength and permanence) of important functions is to build them into job descriptions, and to assure that staff with appropriate capabilities are found. Staffing of key posts is discussed in section 5.

Finally, in section 6, suggestions are made for implementing the structure, including the financing of the recommended changes.

1.4 Acknowledgements

CORAT would like to acknowledge the cooperation of all the CHAK staff, the leaders of the member units at the AGM, and the members of the ExCo for their generous sharing of time and thought, all aimed at making the best possible CHAK for the future. We also thank Management Sciences for Health and FPMT for their support.

It would not be possible to thank everyone, and we hesitate to single out individuals. However, we would be remiss if we did not especially thank the following: The Chairman, Rev. Gatu, provided us with critical insights flowing not only from his present leadership, but from his long experience with PCMA. Dr. Geoffrey Irvine, who has given enormous energy to thinking through the appropriate role for CHAK over the last five years, made our task much easier. Mr. Ezekiel Kerich, whose insights gained as a result of stepping in as Acting General Secretary at a difficult time,

was most valuable in stimulating our reflection on key areas. From outside CHAK, perhaps the most valuable contributions came from our meeting with the senior executives of FPAK; as an association ...as an organization with projects...and as one which has gone through "troubled times," it has strong similarities to CHAK; the reflections from these leaders were of great value. To all the representatives of CHAK members: doctors, administrators, nurses and others who gave of their time to share with us...all of us on the evaluation team wish to give you our heartfelt thanks.

1.5 Summary of Main Findings and Recommendations

1.5.1 Shift in Secretariat Priorities Needed

Drift from "Association". The member-secretariat relationship in an association is, by definition, a "master-servant" relationship. Over the last half decade, CHAK Secretariat has undergone a transition from less-than-fully-effective "servant" to one which can be perceived as having bypassed member-felt priorities and become, in some ways, a "parent" to the "master," with the Secretariat (and donors) deciding for the members. [See sections 2.1 and 2.5.]

Shifting Secretariat Priorities. Secretariat and donor focus has been on meeting the health priorities of Kenya through projects. These projects are not directed towards member-felt priority needs. The units are very weak, and their needs include *physical facilities, staff housing, registered nurses, vehicles, etc.* It is difficult to see the units leading the way toward meeting the health priorities of Kenya unless they themselves are strengthened in a broad-based way. Otherwise, they are not likely to be able to serve as focal points in strong health services with a community-based health care foundation. They will likely be neither effective referral points nor centres of leadership. *We conclude that a redress of Secretariat priorities towards meeting member-felt priorities is needed.* As a part of achieving a balance, we have recommended that projects budget and pay for a *full third of all senior management time as available for "core" activities* of CHAK coordination, liaison with government, and responding to member requests. [See sections 2.1 and 2.5.]

Mission for the Secretariat. CHAK has an excellent and strong constitutional purpose: To (i) "...foster a spirit of Christian love and service..." and (ii) "...develop the highest level of promotive, preventive and curative health care..." For the next five to ten years, the focus of the Secretariat must be to achieve these through direct strengthening of the members in a broad-based way which meets their needs as they understand them. Projects aimed at specific national health priorities which do not strengthen members in an across-the-board sense need to take a back seat in terms of Secretariat priorities. Such projects might continue, but with a lower relative priority. More appropriate would be for each project to have a major member-strengthening component. CHAK should seek understanding donors to assist in this process of across-the-board strengthening of members. [See sections 2.1, 2.4, 2.5 and 3.1.]

1.5.2 Financial and Structural Implications of Transition

Major Transition in Size. During the 1980s CHAK Secretariat has shifted from a small Secretariat to an *Association Implementation Unit* with operating expenditures of over KShs 5,000,000. [See section 2.3.]

Overhead Costs of Projects. The overhead costs of the Secretariat "doing projects" will be of order KShs 2,500,000 to 3,500,000 to support KShs 7,000,000 to 10,000,000 total project value. Presently these overhead costs are not borne in appropriate ways by the projects which create them. For example, nearly all of "Part B" expenditures support project development. They are an overhead cost which should be spread amongst the projects. It must be recognized that CHAK members, and thus the Secretariat as belonging to the members, are so weak as to be unable to make a "local contribution" in support of projects, except in a truly volunteer sense. *Overhead costs need to be (i) understood and articulated and (ii) covered by projects and by donors in more appropriate, balanced ways.* Balance is needed to assure both financial stability and organizational integrity. As projects grow, there is a need for "core" activities (ie, meeting member-perceived needs) to keep pace. To the extent that this needs to proceed faster because of the existence of projects, it is also a project overhead. We have concluded that this overhead is of order *a third of each senior officer's time, which needs to be set aside for "core" activities.* [See sections 2.3 and 4.7.]

Implications of "Project Work" for Structure. The transition to project work has led to the existence of a core of dedicated, competent senior staff. This requires a highly-skilled executive to serve as Chief Executive Officer (CEO), and we recommend that this CEO be called Executive Director. A mature Finance and Administration Manager of the highest integrity, able to get along with others, is needed. A Project Development Coordinator is needed. Project officers are needed to free the Nurse Coordinator and current Senior Projects Officer for "core" activities. The additional costs required for an Executive Director (due to increased capability required); all the requirements in Finance/Administration; the need for a Project Development Coordinator; and the time required for "core" activities to keep in appropriate balance...all these are overhead costs of "doing project work." CHAK policies and planning must guard against donor-related inflexibilities which can too often strain organizational and/or individual integrity. [See sections 2.3, 4.2, 4.4 and 4.6.]

1.5.3 Recommendations for Structure

Strengthening Executive Committee. There is a need to strengthen CHAK's Executive Committee (ExCo). There is also great potential for doing so. We recommend that (i) CHAK require co-option to the ExCo of Christian men and women who are highly respected in their professions, to broaden the perspective of ExCo, and give it wider contacts and influence. We recommend standing committees on Establishment (terms of service for Secretariat); Nominations (for CHAK officers, and possibly ExCo members); and Organizational Development. We recommend two immediate, temporary ExCo subcommittees: A Search Committee (to find a new CEO) and a Constitutional Committee (to incorporate the change in name and other, relatively minor, changes). Each committee should include substantial co-options. [See section 3.5.]

Advisory Council. We recommend the creation of an Advisory Council, composed of Christian leaders highly respected in their professions, to form a base (i) for appropriately increasing CHAK's influence in national and international decisions; (ii) for

co-optation to ExCo and its subcommittees; and (iii) as a resource for knowledge for CHAK Secretariat. [See section 3.6.]

Secretariat Structure. The Secretariat should be structured around a **Management Team** with a highly-competent leader. The team should include the Executive Director, Medical and Nurse Coordinators, Project Development Coordinators, Senior Projects Officer and Finance/Administration Manager. [See sections 4.1 to 4.5.]

Management Team. The Chief Executive Officer is responsible and accountable for leading the Management Team in accomplishing the following with excellence (see sections 5.1 and 5.2):

- Carrying out the **mission** of CHAK as outlined above: "...fostering a spirit of Christian love and service..." and "...developing the highest level of promotive, preventive and curative health care...". Highest priority should be to do this through broad-based strengthening of members according to their perceived and expressed real needs. Lower priority should be given to projects which do not include substantial broad-based strengthening of units.
- Continuation/increase of the government grant.
- Provision of member management information as it relates to coordination (data analysis and feedback, fee scales and salary structures of members, etc).
- Member coordination (seminars, workshops, visitation, AGM, annual conference, etc).
- Responding to specific member requests (for staff, equipment, information, management assistance, project planning and management assistance, etc).
- Working with members to understand appropriate future strategies for themselves and for the Secretariat.

The CEO is accountable to the ExCo for **leading the team with excellence**. That is, as colleague and equal; as one who delegates effectively; as accountable for all results; as one who understands that two of his specific tasks are (i) giving credit for success and (ii) accepting responsibility for failure. [See section 5.1 and 5.2.]

The CEO is accountable for assuring effective administration of the Secretariat itself with the help of the Finance/Administration Manager and his team. He is responsible for developing appropriate management information aimed at developing **understanding** for more effective accomplishment of the mission of CHAK's Secretariat as it assists the members fulfil their mission. [See sections 5.1, 5.2 and 5.6.]

1.5.4 Other Recommendations

Specific recommendations for implementation (tasks for Exco, Secretariat, Search Committee, etc, are made in Section 6. Specific recommendations for administration policies (salary scales, benefits, terms of service, etc) are made in Appendix A. Job descriptions for senior Secretariat staff are given in Appendix B.

2.0 UNDERSTANDING CHAK SECRETARIAT

CHAK Secretariat as Implementation Unit. It is a real and very meaningful question to ask: "What is CHAK Secretariat?" For us, the most appropriate answer came in thinking through the financial situation of CHAK Secretariat. As we looked at the money flows through CHAK, and particularly the projects, we realized that it was probably most meaningful to consider the Secretariat as the *implementation unit of the Association*, just as project staff consider themselves members of a "project implementation unit."

It is the particular collection of individuals in the headquarters' offices in Westlands which must work together as a whole...as a group with a common overall purpose. And that group can be understood as the Association's implementation unit.

CHAK Secretariat as Servant. Fundamental to any Association is the principle that the Secretariat is the servant to the members. This enables a better understanding of what we all loosely call "core" functions and "core" activities.

2.1 CHAK Secretariat Activities

Most of those the evaluation team interviewed, as well the evaluation team itself, instinctively perceived CHAK activities, loosely, as being of two types:

- The "Projects." CHAK Secretariat is carrying out four projects on its own, which result in substantial money flows through the Secretariat. These are (i) the *Family Planning Extension Program*, funded through FPFS (Family Planning, Private Sector); (ii) the *Voluntary Surgical Contraception Extension Program*, funded through AVSC (Association for Voluntary Surgical Contraception); (iii) "Part A" of the Government of Kenya's Integrated Rural Health and Family Planning Program (IRH&FP), which focuses on information and education, and (iv) "Part B" of the same program, focusing on construction and, now, service delivery. Also in the "project" category are CHAK's *joint projects with KCS*. These include the *MEDS* (Drug Supply) project and the *RHU* (Rehabilitation of Health Units) project.
- "Core Activities." These are the activities which CHAK Secretariat should normally be engaged in as the implementing agency of an association; such as data collection and sharing, communicating with the MOH, dealing with the government grant, etc.

Core Activities. It is the "core activities" which have given us most concern in the evaluation and in previous evaluations. It was the perception of the evaluation team, and of virtually all those we interviewed, that very little is being done, and very little thought has been given, on what are the appropriate core activities that the Secretariat should be engaged in...even if there were no projects...indeed, *especially* if there were no projects.

2.1.1 What are "Core" Activities?

The Servant Role of the Secretariat. From the start, the evaluation team loosely distinguished between "core" activities and "projects," but it was only towards the end that a reasonably clear *definition* emerged. We knew that we meant neglected activities related to basic functions of "associations," but it was understanding the role of an association as *servant* to the members that gave sharpness to the boundaries of "core" activities:

"Core" activities of an association are those activities which are clearly undertaken to meet very real member-felt priorities.

There are, for CHAK, three main categories of "core" activities:

- *"Coordinating" Activities.* These are the "normal" functions of any association. For CHAK, these would include (i) sharing information amongst members, such as, data on services, fee schedules, salary scales and terms of service; (ii) meetings and workshops for sharing, such as for hospital administrators...or for CBHC project managers...or for any group that would benefit from knowing what other, similar groups are doing; (iii) visiting members, getting to know what common information needs are, and then assuring that those information needs are met.
- *Liaison.* CHAK was originally formed, in part, to meet members' need to speak "with one voice" to government, and to assure that the dialogue with government in connection with the government grant was carried out wisely on behalf of CHAK members. Liaison with NHIF and, indeed, liaison with other non-government organizations, in order to benefit members, is also a "core" activity which *serves* the needs of members.
- *Meeting Member-Felt Needs.* As *servant* to the members, the Secretariat has an obligation to be *responsive* to the expressed priority needs of members. Also in this category would be meeting not-well-articulated-but-real member-felt priorities.

Member-Felt Priorities. This latter set of "core" activities is of very high importance, given the desperate nature of many of those needs amongst CHAK members (staffing, physical facilities, management, maintenance, vehicles, drug supply, etc). A full list would cover nearly all aspects of member functioning. This is one of the

key factors which sets CHAK apart. In many other associations, the members' primary needs are coordination. Most associations will have some special needs beyond coordination, but *the extent and variety and desperate nature of CHAK members' needs give them added relative importance, and require that the Secretariat's attention to them be given very high priority.*

2.1.2 Non-"Core" Activities

As noted above, the initial perception of CHAK's activities was as (i) "project" and (ii) "core." Further, that "core" activities are those which are clearly undertaken to meet member-felt priorities. In light of this definition, a better "categorization" is "core" and "non-core" activities, where CHAK "non-core" activities are those which do not clearly meet member-perceived order of priorities. The present "projects" still fall, largely, into that category. However, it is conceivable that some projects can be specifically designed to meet member-felt priorities.

Member Needs or National Priorities? Historically, the Secretariat has been an entity which has done very little of value in terms of "core" activities. Even during the last five years, in which there has been considerable growth and effectiveness of projects, there have been virtually no "core" activities. The Secretariat has become an agency which has focused first, not on *member-felt priority needs*, but rather on *national health priorities*. This is laudable, but inappropriate (i) as the implementing agency of an association; and (ii) where the member-perceived needs are so extensive and so real that meeting them is a prerequisite for them to be truly capable of responding to national health priorities effectively. CHAK members will quite naturally feel "Hey! What happened to us?! What happened to the fundamental role of the Association as *servant* (even, perhaps, *slave*?) to the members?"

Servant or Parent. There is a sense in which, rather suddenly, we have a Secretariat which can be perceived as acting like a *parent* to the members. To be sure, the members recognize, in their own wisdom, that the activities of the Secretariat aimed at the "health priorities of Kenya" are worthwhile. Some may even feel guilty that they feel resentment towards the Secretariat for moving towards projects which are so aimed. But those activities are not directed towards member-felt priorities and needs, and feelings of resentment are to be expected.

Projects. Virtually all the projects fall into the category of the *parent-member* relationship rather than the *member-servant* relationship. Donor and Secretariat *thinking*, however wise for the future of Kenya, has not been first-and-foremost directed towards meeting member-felt needs and priorities. Further, in terms of *day-to-day effort* by the staff at CHAK, the projects account for by far the largest amount of activity. We conclude that a redress of priorities is needed within the Secretariat, both in terms of activities and thinking, if the Secretariat is to remain the secretariat of an *association*.

A wise servant may advise and teach his "master," and educate the master towards redirecting his priorities. This could even be his most valuable function as a servant. He may even be "given charge over all that the master

has" (Gen. 24:2ff). On the other hand, the biblical servant who exceeds the master's authority is in jeopardy of losing his life.

The Secretariat, in taking on the parent role without the resulting activities being the member-perceived priorities (the "master's wishes"), is in danger of losing its "life". That is, it is in danger of losing its relevance as secretariat of an *association*, in the eyes of the members. Regardless of the national value of its activities, a large fraction of its activities must be geared to meeting member-felt priority needs.

RECOMMENDATION: We recommend that, as policy, the Secretariat assure that a much higher priority be given to meeting member-perceived needs in all future activities. The priority level of activities aimed at member-perceived priorities needs to be markedly raised relative to most current projects. The latter are activities valuable to do on behalf of members, but they do not meet member-perceived priorities. They are not "core."

The Secretariat has an obligation to retain its own integrity (cf the Greek New Testament use of *teleios*, literally "wholeness") in doing what it believes is right. However, the Secretariat must understand its own first priority as the *servant* of an *association*. If the priorities of the Secretariat differ from the member-perceived priorities, the Secretariat should work to maintain its integrity largely through educating its "master," the members, encouraging them towards redirecting their priorities. But the members' priorities must govern. Not those of the Secretariat, nor even the Executive Committee, but the deeply-felt priorities of the members. This is fundamental to the meaning of *association* and to the life of the secretariat of an *association*.

Some projects now bring sizeable resources to units, such as the VSCEP project which has brought KShs 1.2 million in reimbursements for tubal ligations to the units. However, though the resources brought are highly valued, they did not flow from member-perceived priorities, but rather from donor and Secretariat-perceived priorities. Nowhere in our interviews with members did family planning or surgical contraception come up as a priority, unless we mentioned it first. Then there was agreement about the need for FP, but it was not a deeply-felt priority of members.

"Community-Based?" There are obvious analogies to the entire concept of "community-based" activities. In this case, the "community" is the *association* and the members of the "community" are the members of the association. In our view, donors have an obligation to view their relationship with associations from such a perspective.

RECOMMENDATION: We recommend, to both donors and Secretariat staff, that they acknowledge that (i) focusing on member-perceived priority needs is a prerequisite necessity to focusing on national priorities. Similarly, we recommend that CHAK Secretariat, in entering into con-

tractual or other arrangements with donors, seek to insure that substantial fractions of donor resource inputs go to meet member-felt needs, and to see this as a "core" obligation.

Structure to Assure Meeting Member-Felt Needs. The recommendations above are aimed at policy to assure that member-felt needs are given highest priority. There are some simple steps which can be taken to assure that Secretariat management gets the information it needs to understand how it is performing in relation to member-felt needs. We later recommend "multiple analyses" of budgets and income/expenditure statements. One type of analysis which would be of great value would be one in which all expenditures are analyzed into "core" and "non-core" activities; that is, where "core" activities are only those which are clearly and obviously meeting member needs and deeply-felt priorities. This will help the Secretariat (i) understand, in financial terms, to what degree it is really serving as an association; and (ii) to understand where it needs to work with members to change those deeply-felt priorities.

RECOMMENDATION: *We recommend, as a management information tool, that budgets and income/expenditures be analyzed into "core" and "non-core" columns, in order to help enable appropriate setting of objectives in regard to assuring a high level of "core" activities. A reasonable five-year goal would be fifty percent of financial activity clearly and specifically directed to meet member-perceived priorities.*

If we were to do this now, we would find only a very small amount producing results in "core" activities (see section 2.3.1).

2.1.3 Joint Projects

Some "projects" fall into a slightly different category; that is, the joint CHAK/KCS projects. The RHU project, being housed at CHAK offices, represents significant and, in future, very substantial activity. The MEDS project, being on its own, does not impact substantially on CHAK as an organic whole. Of course, had MEDS not existed, our recommendations for appropriate CHAK activities would include MEDS functions. And, the fact that MEDS does not distribute contraceptives, suggests that CHAK Secretariat could do so, and thus provide a substantial service for members.

RECOMMENDATION: *We recommend that CHAK Secretariat consider, as a service to members complementing MEDS, becoming a source for distribution of contraceptives.*

However, joint activities impact CHAK Secretariat structure only as, one-by-one, they are housed at CHAK Secretariat offices, and become "projects" of CHAK as an "implementation unit."

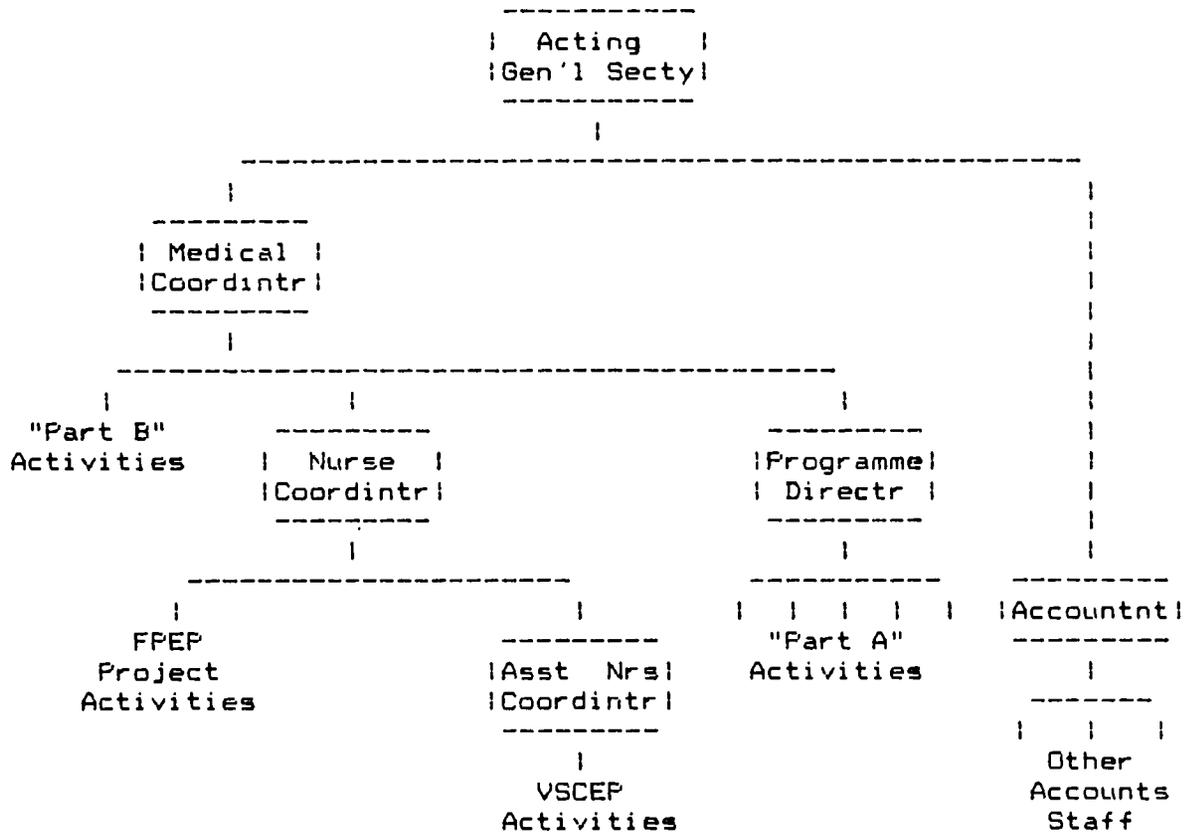
An Unrecognized Servant. In light of the above sections, there is irony in the fact that MEDS, the initiation of which was truly a "core" activity of CHAK Secretariat (and that of KCS), is now perceived as a separate entity. This, we would suggest, is a situation where the Secretariat must simply live with the lack of credit due. *Just like the executive officer who should...indeed is paid to...give credit for success to others and take the blame for failure himself.* The "solution" to lack of due credit is not just keeping members informed and aware that this is what CHAK has done to meet their deeply-felt priorities. Far more, the solution is to

be *steadfast and consistent* (again, of the biblical *teleios*) in continuing to meet the deeply-felt priority needs of members.

2.2 CHAK Secretariat Structure

The Secretariat has evolved in less-than-normal ways, given the historical difficulties. As a result, there are a number of ways to interpret the organizational structure of CHAK. The following approximates the current situation for senior staff:

Current CHAK Secretariat Structure



This structure has evolved in difficult circumstances, and has proven quite effective, at least below the General Secretary level. Taking into consideration historical difficulties at that level, the structure remains the structure against which other possible ones are compared.

2.3 CHAK as a Financial Entity

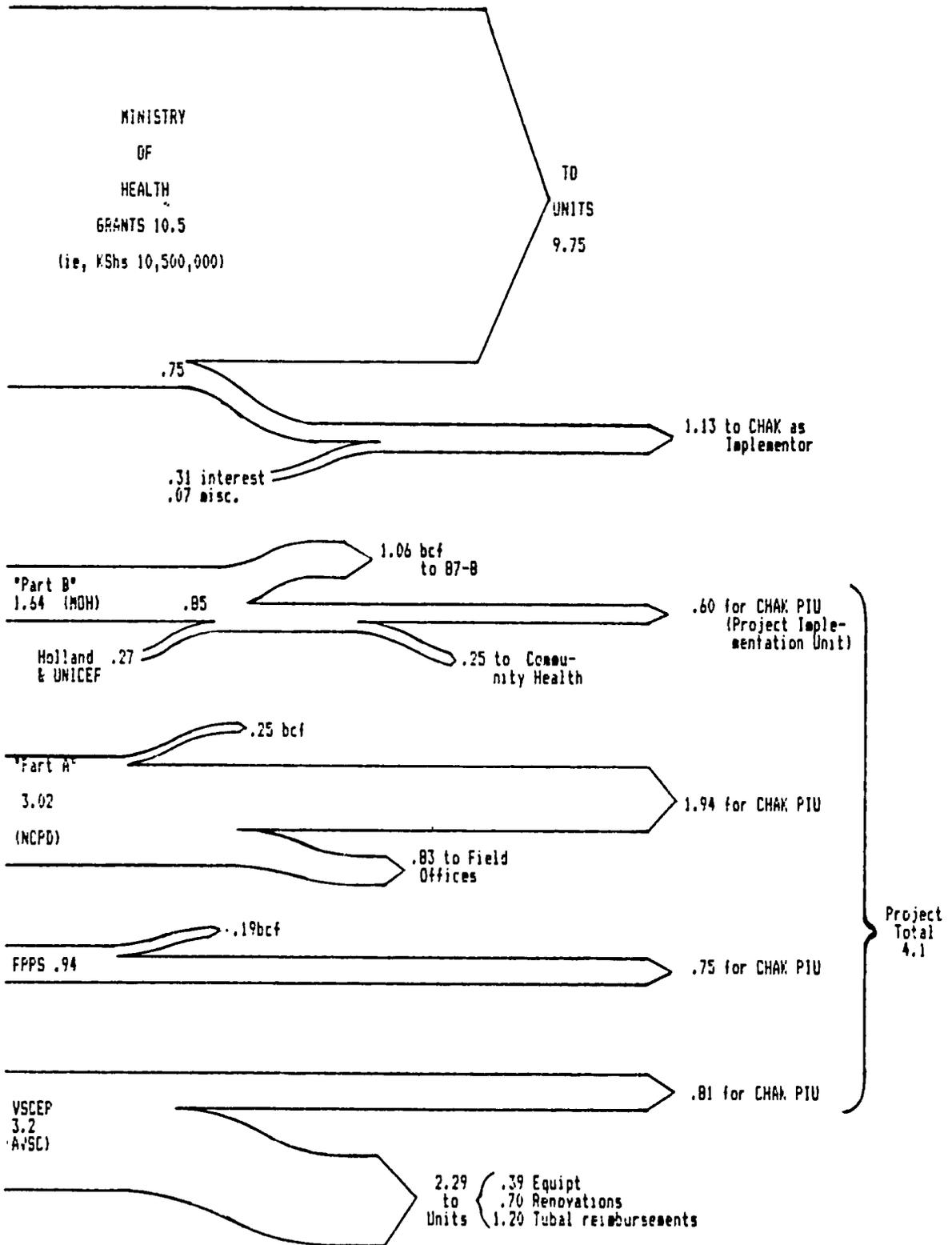
2.3.1 How Big is CHAK Secretariat?

Understanding CHAK as the *implementation unit* of the Association, and comprised of the staff at the Westlands offices, opens the way to a deeper understanding of CHAK financially. In that sense, it becomes very useful to look at the operating expenditures of the *project implementation units*, the operating expenditures of what are normally understood as "CHAK staff," and then look at all these together as CHAK Secretariat. Doing this, we discover that we are talking about an organization with an operating budget of over KShs 5,000,000. This is shown in the figure below and the table which follows the figure.

17

CHAK Secretariat & Implementation Unit
of the Association

Financial Flows for 1986-1987



18

It is helpful to look at the above money flows in terms of functional impact, in terms of member-perceived needs and in terms of member-perceived priorities:

Impacts of Money Flows

Implementation Unit	Total Money Inflow	"Unit" Expenditure	Value to Kenya on Behalf of CHAK Members	Direct Value to Members?	Member-Priority Level
CHAK "Main"	10.50		Grant enables units to provide medical care to people	Yes. KShs 9.75 million but should be much more!	Very high
		1.13			
Other "Core" Activity	0.00		Nil	Nil	Very high
Part "B"	1.64 + 0.27		Community Nurses	Community Nurses, 0.25	Low to modest
		0.60	Development of new projects of great value	Potentially in future; low now	Low
Part "A"	3.02	1.94	Enables highly multiplicative health education of great value	Very low	Low
FPEP	0.94	0.75	Enables badly needed FP services and education	Highly valued training	Low
VSCEP	3.20	0.81	Enables needed FP services and long-range contraception	Highly valued training, equipment, money	Low
TOTAL	19.30	5.23	Very High Value	Valuable	

There are several insights that can be drawn from the above representation of CHAK's financial situation:

- That the CHAK Secretariat is a "business" with an annual turnover of 20 million shillings, and with "operating expenses," as implementor, of over 5 million shillings.
- That the bulk of "Part B" money goes towards enabling the Medical Coordinator to develop projects. In other words, the resources from "Part B" cover some of the overhead costs (the Medical Coordinator's time) of "projects."
- That, without the projects, CHAK would have about one-fifth the present operating budget.
- The table helps to dramatize the need for redress of priorities within the Secretariat towards meeting member-expressed priorities.

Note that the above table is very nearly the analysis of core/non-core recommended in section 2.1.2 above. About KShs 1 million was spent ineffectively on what should have been "core" activities, while about KShs 4 million was spent on "non-core" activities.

2.3.2 The Costs of Projects

2.3.2.1 Overhead Costs of "Doing Projects"

Projects are *legitimate* and appropriate activities within CHAK's constitutional calling (cf section 3). Factors which make them stand out, in addition to their relation to member-felt needs, are (i) their typically-large scale relative to core activities; (ii) the additional costs they impose; (iii) the additional structure and staffing required; and (iv) the additional complexities they create in particular management jobs. The magnitude of these "project costs" can be best understood by comparing the structure we will be recommending for CHAK Secretariat to the structure that would be needed for a decently-managed association secretariat which carried out a reasonable level of key "core" activities only. *We do this from a quantitative perspective in section 4. In this section, we look at the general categories in which projects impose costs, and why they do so.*

Structural Overhead Costs. One of the findings of this evaluation is the need for a Chief Executive Officer of substantial competence, due to the increased complexity of his job relative to what would be required for a minimal but effective Secretariat without projects. And to get a CEO of high competence will cost more. The volume of business brought by the projects, and a potential increase in that volume, raises the care with which a finance manager must be sought also. In general, the structural changes needed are sizeable: several additional people with significantly higher qualifications, and the infrastructure that they require.

Initially, there was some question as to whether a full Financial Controller would be needed. Were CHAK smaller, the management tasks could be handled by the Chief Executive Officer and volunteer Treasurer (but see section 3.5.1). At the other extreme, if CHAK becomes much larger, a full Financial Controller might be needed. We suggest that the need for a full Financial Controller be reassessed in 5 years time or when the operational budget as an implementation unit exceeds KShs 10 million.

Some structural costs are not easily quantified, yet very high:

Several projects require that they, the donor, specify the auditor and audit only their project. And no project appears willing to pay a fair share of the cost of a consolidated audit, needed for effective management.

There is a sense in which donor inflexibility in regard to covering overhead costs has actually prevented good management. A consolidated audit is needed because of the existence of projects. To manage effectively requires a depth of understanding of resource flows, in total and in relation to each other...a consolidated audit. And the cost of poor management resulting from inadequate financial understanding is difficult to quantify. Its potential for eventual serious damage is very, very high.

Risk Costs and Reserves. The fact that all the projects involve risk that is generally higher than would be the case without them represents a significant cost. Qualitatively, this is the cost of winding down when and if projects cease.

Recently, for a small handicraft project working with poor women, we recommended the creation of reserves to protect the women against sudden changes in market, so as to cushion any "winding down."

The more CHAK is at risk, the more it, too, should have substantial reserves. In the example, we recommended a third of annual operating expenditures. CHAK would not need reserves that high, but we would suggest reserves of order of half of the PIU expenditures of the largest project. If funding is from a common source, this should be the largest two projects.

RECOMMENDATION: *We recommend that CHAK work towards substantial reserves as capital to cover risk costs, as outlined above.*

Benchmark for Project Development Costs. Based on our interviews with the Medical Coordinator, his time is largely spent in what amounts to project/proposal development. We suggest that the figure of KShs 600,000 ("Part B" inflow) be understood as a benchmark figure for the proposal development costs required to maintain the present KShs 4 million in "project operating expenditures as implementation unit." As this is, in effect, only the time of the Medical Coordinator, and there are (i) proposal development overhead costs incurred by other senior staff and (ii) other donor-related overhead costs in general, total overhead costs must be in the region of 30 to 50% of total money used by the CHAK PIU. It is noted that, as a percentage of the total project size, including such flows as reimbursements to units for tubal ligations, the percentage will be somewhat lower. Nonetheless, this is a useful benchmark for assessing the cost of "doing funded projects."

2.3.2.2 Relative Overhead Costs of Specific Donors

Secular vs Church Donor. It is widely believed, and CORAT experience tends to confirm, that projects funded by church donor agencies are more cost-effective than those funded by international secular agencies (particularly larger donors). Further, church-related donor project development costs, particularly proposal-development costs, are substantially lower. An example serves to illustrate:

It is far easier to build a relationship of trust between a church-related donor and a church-related NGO. CORAT, in a recent evaluation, went ahead and did an evaluation, basing its action on the relationship of trust it has built with particular donors, without needing to seek prior approval.

On the other hand, CORAT has had at least four occasions to work with a large, secular donor. Each time the "trust" relationship had to be re-established "from scratch," in terms of the work, particularly paperwork. For CHAK, as for CORAT, this could translate into substantially higher *project development costs...and, more importantly, spending of time in self-justification that could be more wisely spent in other activities.*

Inflexibility. It is our experience that many secular donors are far less flexible than church-related agencies. Regulations which require purchase of goods in the donor country, less flexibility in modifying budgets to meet project needs as they emerge, etc, represent inflexibilities which make, as a general rule, the overhead costs of international secular donor agencies substantially higher than church-related donors. *This cost can be mitigated by seeking funding from both secular and church-related donors, asking church-related donors to fund those aspects of the project which the secular donor is not flexible enough to fund.*

Relative Financial Project Size. Secular funded projects tend to involve larger money flows. Since any under-funding of overheads means that money has to be found elsewhere to cover those overheads, the relative size can result in excessive stress on church resources. *For example, suppose a secular donor funds a KShs 1,000,000 project and a church-related donor funds a KShs 100,000 project, and that these are the only significant projects. If the secular donor underfunds by 10% due to overheads, it places enormous stress on the church-donor funds. If they were of the same size, the relative stress would be much smaller.*

RECOMMENDATION: *We recommend that project overhead costs be determined relative to the particular donor or type of donor, with particular reference to the building of a trust relationship, inflexibility and size. We recommend that great care be taken to cover all overhead costs with fairness.*

Model Donor. CORAT was recently privileged to carry out an evaluation of a project of a local church. This project helps between 50 and 100 poor women earn income through making high-quality knitted, woven and other goods. The women are not asked, repeatedly, to justify their worth as recipients of funding/support. Instead, the church has a social worker who visits these women, and whose judgement is trusted, to confirm the relevance of continuing to work with particular women. The social worker is controlled, in simple ways, as to quality of judgement.

We suggest that an appropriate "model" for a donor is one which includes the "social worker" function of assuring appropriateness of funding, and who does the work of justification, and does less of requiring the recipient to justify his own need. This role also applies for CHAK as it serves as intermediary between donor and CHAK members, and as it assists members with their own funded projects.

2.3.2.3 Maintaining a Balance of "Core" Activities

Project Benefit from Members' Perspective. In our interviews with staff from member units, it was clear that the projects were appreciated, particularly VSC and FPPS. This is natural, since these bring direct benefit in training, equipment and finance to the units. Though efforts are made to involve the units in "Part A," which works with youth education, a hospital, for example, is likely to see the benefit as indirect. Nonetheless, the member units receive actual money flows of 2.3 million in equipment and actual cash from the VSCEP project, and receive valuable training from the FPPS project. Via the Secretariat, they are able to participate in major education of youth in health matters in "Part A." As noted, currently, "Part B" is not seen on the surface, but serves to provide project-enabling functions.

Projects are not always perceived by members as CHAK projects. For example, vehicles in the FPEP project carry an "FPPS" logo, and the project is recognized as an FPPS project rather than a CHAK project. The Nurse Coordinator pointed to the fact that it is disconcerting to be referred to as the "FPPS lady," rather than as someone from CHAK.

RECOMMENDATION: *We recommend that all projects be designed, at all levels, so that they not only can be, but will be, clearly seen as CHAK projects.*

Many important projects in which CHAK Secretariat might be involved will not benefit individual units directly. Parochialism and regionalism are "facts of life" among the units, and it is therefore important to assure that everything possible is done to identify CHAK projects which directly benefit units as just that ...CHAK projects.

Grant as Benchmark. The fraction of the government grant used for operating expenditures, which in 1986/7 was KShs 1.13 million, serves as a benchmark in that it is the basis on which CHAK has planned historically. However, as is widely recognized, CHAK Secretariat has not historically used that fraction as wisely as it might have to the benefit of members. With a small but effectively-led Secretariat, a lot could be done with a million shillings!

Nonetheless, it is important, as projects grow in number and size, that "core" activities grow in reasonable balance. Presently, the projects represent 80% of total Secretariat expenditure.

For the long term, eg, the year 2000, if the member units were strong and healthy, 80% non-core and 20% core activities might be reasonable, recognizing that previous ineffectively-spent Secretariat money from the grant could be spent effectively.

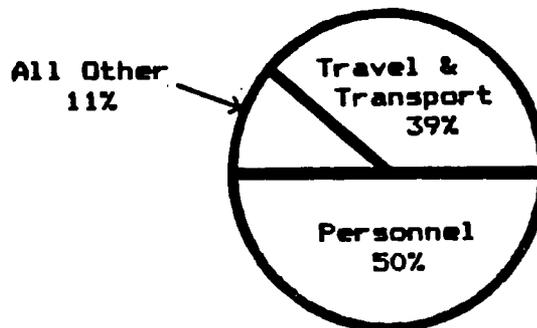
For the short term, the great weaknesses of the units, as reflected in their expressed needs, call for a far higher fraction of core activities.

RECOMMENDATION: We recommend that the Secretariat set a policy of only accepting projects which have a minimum of 50% of their content as clearly meeting member-perceived needs. Further, that the Secretariat set a goal that within 5 years, 50% of all activity, as measured in financial terms, is directed towards clearly meeting member-perceived needs. Further, that this is a reasonable expectation of members in relation to their implementation unit...their Secretariat.

If this is done, we would expect a rapid improvement in member confidence in the Secretariat. At present, there is still deep member concern about whether the Secretariat really belongs to them.

2.3.3 Where the Money Goes

There are a number of perspectives from which one could ask the question: "Where does the money go?" We have done this above by looking at CHAK Secretariat as "implementation unit." We have also suggested "multiple analyses" of expenditures. One analysis which helped us understand CHAK involved categorizing expenditures into personnel-related expenditures, travel-related expenditures and "other." The result is as follows:



Example of Analysis of Project Expenditure

The fact that transport/travel was high affirms that the projects, as expected, involve much field work, which we felt was appropriate. We expected that if the projects were to be effective, transport/travel and personnel would be the two largest categories, and we found them to be.

Thinking through transport raised another issue. If "core" functions are to be seen to be as effectively handled as projects, and in balance with "non-core" functions, then there will be a need for vehicles for "core" functions. Coupling this with the need to attract people of the highest caliber, some personal use of vehicles may need to be provided for senior staff.

Increased Complexity. It is the complexities of dealing with funded projects, and the resulting need to understand CHAK Secretariat from several perspectives, that create a need to develop multiple analyses of money flows, budgets, and accounts. This, too, is an overhead cost of doing substantial project work. Additionally, of course, each project has to be analyzed on its own, and reported on its own to its respective donor agency.

RECOMMENDATION: We recommend that budgets be analyzed and displayed carefully in several ways: (i) in a way that will reveal what costs are there as a result of "core" and "non-core" work; (ii) in a way which will reveal the effectiveness of the senior staff; (iii) in a way which will reveal the cost-effectiveness of "core" and project functions (ie, in terms of result categories); (iv) in a way which shows CHAK Secretariat as an organic "whole"; as well as (v) in terms of expenditure categories such as transport, personnel, etc. Finally, the finance/administration department, with the Chief Executive Officer, should seek other, productive ways of analysis of expenditures which lend insight into what CHAK is and should do with the resources available.

Projects can provide a means for CHAK to perform and extend "core" activities. However, extensive project work implies substantial added costs to the provision of normal "core" activities and demands increased attention to "core" activities. These costs include overhead costs of proposal development, particularly for secular international donor agencies; other general overhead costs (typically higher for secular donor agencies); risk costs; and added costs of personnel due to the increased size of CHAK as a "business."

2.4 Strengths of CHAK

Purpose. Perhaps the greatest strength of CHAK lies in its purpose, as found in the Constitution:

"To further the work of Christian health services in fostering the spirit of Christian love and service to all in need, as witnessed in the life, teaching and example of our Lord Jesus Christ."

"To develop, within the available resources, the highest level of promotive, preventive and curative aspects of health care."

The presence of this purpose, along with its interpretation in the Constitution, has helped to provide a measure of stability during trying times, and has given guidance to project and coordinator leadership.

Extent of the Service of Member Units. When considered together, the medical services provided by the members of the Association, as noted in 1.1 above, represent a very major fraction of the

quality care in the nation. This is a strength upon which the Association can and must capitalize in, for example, its relationships with the government ministries.

Strength and Character of Key Staff. There has been remarkably effective recruitment and hiring of project staff under the direction of the Medical Coordinator. A team has been built which, with able executive leadership, will be able to carry CHAK into the future with a concord that would otherwise have been impossible.

The Projects. The projects themselves have brought resources and training to the units, and have also raised awareness of units to their role in national health priorities. Projects also have the potential for directly meeting member-perceived needs. The capacity for developing and running projects is an enormous strength of the Secretariat.

Opportunities. The entire area of developing and enabling appropriate health strategies and tactics for promotion, prevention and curative services represents a host of opportunities which CHAK is in a position to pursue.

For example, although AIDS is not expected to be a major problem in rural areas during the next 5 years (though it is in urban areas), there is essentially no barrier to its eventual spread to rural Kenya. For the rural population, which represents the bulk of the people whom CHAK units serve, this represents a major opportunity for CHAK member units in preventive education. The Secretariat has the corresponding opportunity to assist in enabling member units to respond effectively to this opportunity.

Opportunities continue in the area of family planning. CORAT recently carried out an evaluation for one of the largest church organizations in Kenya. During that evaluation we were made painfully aware of the critical nature of Kenya's lack of long-term available water for agriculture. In terms of available rainfall, Kenya has virtually used up its supply. [In per-capita terms, Kenya has only a fraction of the water available that Ethiopia has ...the latter has only made use of a fraction of its available water.] The national solutions involve (i) major and long-term education...and experimentation...in methods of enhancing rainfall, and (ii) increased emphasis on family planning. Quite frankly, we had hoped to avoid the issue of family planning in that evaluation, but we could not do so. It is a critical issue, and as such represents a major opportunity for CHAK.

Beyond family planning, the other aspects of CBHC represent opportunity for the development of strategy and methodology.

We were given a fresh perspective (for us) on just what are appropriate approaches in two interviews. In one, the idea that raising fees

at CHAK units would jeopardize people's ability to use the services was called into question. It would appear that there are substantial cash resources used for health care...not necessarily through wisely chosen channels.

Innovative trials of varying fee structures and study in the area of appropriate fee structures would be of great benefit to all units. This is an activity which the Secretariat could facilitate.

In the other interview, it was maintained that many in rural Kenya really have little understanding of the value of services which can be rendered by "health professionals...." Many have never or have rarely been in contact with one. The view was that the prime value of community health services was that it brings increasing numbers of people into contact with health professionals.

If this view is correct, and if we see community health workers (CHWs) as being in some sense representatives of "health professionals," the approach to CBHC, particularly training, may need some rethinking. In any case, the opportunities for CHAK in the area of CBHC alone are staggering. *We note that this respondent agreed with the previous one, noting that if people think something will work, they will even mortgage their land to pay for their health care.*

Most organizations do not have so many opportunities for service as does CHAK and its Secretariat. *These opportunities represent a major strength of the Association.*

2.5 Areas Needing Attention

2.5.1 Fundamental Role of CHAK Secretariat

From a positive perspective, weaknesses also represent opportunities. By resolving them, an organization can move forward, potentially, with dramatic effectiveness. We have discussed these weaknesses at length in section 2.1 above. We have not, however, specified the "member-perceived" priority needs.

The Units. One of the most important areas of activity for any association is to respond to common needs of members. Nearly all of the units have major needs to which they feel the Secretariat should respond.

From our interviews, particularly at the AGM and at the March workshop in Nairobi, these member-expressed needs emerged as shown on the following list (*the grouping is ours*):

MEMBER-EXPRESSED NEEDS

CAPITAL

Finance
Staff housing
Vehicles
Subsidized staff
Doctors

STAFFING

Qualified staff, particularly KRN
Recruitment of staff
Christian staff

TRAINING

Training for unqualified staff
Training in general, including scholarships
Training for administrative staff
Training for chaplains

INFORMATION

Far better general information (statistics,
fee structures, salary scales, etc)
Information on government policies
Newsletter (useful, not just words!)

MANAGEMENT ASSISTANCE

Advisory services (planning, evaluation,
hospital management information)
Proposal writing assistance

LIAISON

Better liaison with government
Liaison with church bodies

EQUIPMENT AND SUPPLIES

Equipment (including
arranging sharing)
Expedited drug supply

RECOMMENDATIONS: *We recommend that the above list be taken as a draft list of key areas to which the CHAK Secretariat should be responding as "core" functions, and responding as decisively and as soon as possible.*

All these needs of the units represent opportunities to which the Secretariat should be responding. The current projects were much appreciated by the units, since they bring in resources for the upgrading of the units. Simultaneously, they enable worthwhile activity. However, as the Secretariat knows, it must do far more in the future. Again, these needs represent enormous opportunity.

2.5.2 Relationships with Government

Cut in Government Grant. As noted above, the cut in the government grant brought into sharp relief weaknesses of the CHAK Secretariat in its relationships with the Ministries of Health and of Finance. With the level of health services that CHAK provides, it should be able to speak with far greater authority than it does.

This, in the view of the evaluation team, represents a weakness at the highest level of the Secretariat, which can be considered historical...provided that the new Chief Executive Officer is someone with ability to assure that the relationships are pursued appropriately, someone who is, in a sense, willing to put CHAK before self, and someone with persistence. We are reminded of the story (Luke 11:1-5) of the woman who kept coming to the judge, seeking justice:

...For some time he refused, but finally said to himself, "Even though I don't fear God or care about men, yet because this woman keeps bothering me, I will see that she gets justice, so that she won't eventually wear me out with her coming!"

If the new Chief Executive Officer (i) works to build the strength of CHAK's voice and (ii) has the persistence and dedication of the woman in this story, we are convinced that problems of grant cuts will not again be a calamity.

RECOMMENDATION: *We recommend that one of the key characteristics of the new Chief Executive Officer must be his ability to relate to government agencies, and his ability and willingness to persist, with grace, in doing so.*

Creative Approaches to Government Relationships. In Section 3.6 below, we recommend the formation of an Advisory Council. Part of the value of such a council, composed of highly-respected Christian laymen and women, leaders in their professions, would be in the legitimate and long-overdue increase in CHAK's influence in national decisions. And the national decisions within the Ministries of Health and of Finance, especially in connection with the grant, are of critical importance to CHAK.

2.5.3 Administrative Policies

Key administrative policies need development, as the current senior leadership of the Secretariat is aware. For example, salary scales and terms of service are known to need review. The most important need, however, in the area of administration is for an Finance and Administration Manager. The scale of the task demands that this must be a mature person of the highest integrity and able to work with people, as well as at least a full CPA. One of the key tasks of this person is to develop and to continuously redevelop effective administrative policies.

3.0 CHAK STRUCTURE - PART I: CONSTITUTIONAL STRUCTURE

We interpret structure to mean those things which are or need to be "institutionalized"... to be structured into the organization's relationships and policies, in order to give the organization adequate strength, especially in "hard times." This must begin with the constitution of the organization.

3.1 Purpose

The purpose of any organization is the first element of structure to give the guiding basis for the existence, direction, remaining structure and activities of any organization. We were impressed with the obvious thought given to CHAK's purpose, expressed as the first two "objectives" in Article 2 of CHAK's Constitution:

"To further the work of Christian health services in fostering the spirit of Christian love and service to all in need, as witnessed in the life, teaching and example of our Lord Jesus Christ."

"To develop, within the available resources, the highest level of promotive, preventive and curative aspects of health care."

There are two primary directions for effort and activity suggested by these first two main objectives; (i) those aimed at "fostering the spirit of Christian love and service" and (ii) those aimed at developing "the highest level of promotive, preventive and curative" health services. The three elements of the second of these are also noted.

CAUTION. We have defined "core" activities as those activities which are directed specifically towards member-perceived needs. One could ask about what might be meant by "core" constitutional objectives. In that case, the set of activities would be quite different, and would be in the direction of meeting national health priorities. Nonetheless, it would not change the conclusion of the evaluation team: *that CHAK Secretariat needs to radically raise attention given to member-perceived priorities.* The Secretariat must accept that it is, and must be, the members who decide what activities constitute appropriate activities which go towards fulfilment of purpose. Quite clearly, at present, the priorities of the Secretariat differ from those of the members, and redress is needed. It is still appropriate to retain the understanding of "core" activities as those meeting member-perceived needs.

Responses from interviews with members suggest that they see the Secretariat as deciding what members *ought* to be doing, and then doing it on their behalf. And this has been done without obtaining a depth of member commitment.

Having said that, we ourselves now take a perspective of what the members "ought" to be doing; that is, what we should ideally hear as priorities the next time we interview members.

3.1.1 Balance

For an organization to be faithful to the *whole* of its constitution, there must be a real and meaningful balance of activities in support of each area of purpose. If there is not, then, in the deepest sense, the integrity of the organization is in danger. Biblically, the principle of integrity is usually described as "wholeness"...the Greek *teleios*.

If an organization is unable to achieve a balance of activities in regard to each area of its purpose, it should rethink its statement of purpose.

In terms of appropriate balance for CHAK, there are two clear questions of (i) the relative level of activity aimed at "fostering the spirit of Christian love and service" in the work of

members, and (ii) the appropriate relative level of activity in each of the three aspects of health care (promotive, preventive and curative).

Activities Related to CHAK's Christian Focus. CHAK does, in a real and meaningful way, carry out activities aimed at strengthening Christian presence amongst members. This is especially true at conferences and meetings. For example, there was substantial Christian study at the recent conference following the AGM.

We do feel, however, that there could be greater activity in this direction (as resources become available and as member-perceived needs are more fully met). Collecting information on activities of the members in fostering a Christian spirit of service, and sharing that information, would surely be helpful to all, as would working towards developing a pool of Christian candidates for various hospital jobs. Organizing training for hospital chaplains (mentioned in interviews) is one possibility. Developing nurse training school curricula with, for example, Christian ethics for nurses is another. [In the area of training, CORAT uses training materials which are, in fact, "applied theology" for management. Such materials could easily be adapted for any training in leadership, communication and other human relations skills, as well as for training related to ethics on the job.]

We frequently find that in Christian organizations, creative effort in thinking through appropriate activities supporting the Christian element tends to "slip through the cracks" and gets forgotten. To institutionalize appropriate thought, it may be appropriate to institute a subcommittee of the ExCo specifically charged with the responsibility of assuring adequate thought on maintaining appropriate Secretariat activity in the area of "fostering Christian service and care." In section 3.5 below we recommend the institutionalization of an Organizational Development Subcommittee. We conclude that part of the charge to this Subcommittee be to assure a balance of activity in each area of purpose.

We have stated that any organization must maintain a balance of activities in relation to areas of its purpose. Just what a meaningful "balance" is for CHAK is open to very wide interpretation. Perhaps a minimum of a tithe of activities aimed at fostering Christian service is a reasonable minimum for appropriate balance. In any case, it is important for CHAK to institutionalize the process of thinking through its purpose in terms of the Christian focus. At the very least, the areas of purpose where balance are needed and the need for balance should be in the job description of the Chief Executive Officer.

Promotive...Preventive...Curative. Again, the question of balance arises, this time in terms of appropriate activities in each of these areas. Key interviews suggest that, for the near...perhaps distant...future, a redress is necessary in that for too many years the focus has been on curative services...even today...with far too little promotive and preventive effort.

Although the present projects all focus on preventive and promotive aspects, still over half the total money flows through CHAK go to assist curative services (see section 2.3.1 above). Our interviews with donors, and our own past experience with Christian

donor agencies, suggest that they would like to focus on promotion and prevention. We conclude that it is virtually impossible for CHAK to avoid spending large resources on curative services...with little effort. Therefore, to maintain a reasonable balance of activities will require continuing of energy into the development of promotive and preventive activities. However, all this must, again, be subject to the need for the Secretariat to do this by, first, meeting member-perceived needs.

RECOMMENDATION: We recommend that the job description of the Chief Executive Officer of the Secretariat include that he is to assure a reasonable balance of activity in the areas of (i) fostering Christian care and service and (ii) the development of (a) promotive, (b) preventive and (c) curative health services.

Cost-Effectiveness. Our experience in cost-effectiveness studies of CBHC programmes leads us to suggest that it is important to understand, in a meaningful and quantitative way, the relative cost-effectiveness of various major components of CBHC, PHC, outpatient services and inpatient services. We believe that such a study is feasible and needs to be done. Our own results lead us to suspect that the conclusions may be surprising.

RECOMMENDATION: We recommend that, at an appropriate time, CHAK seek funding for a relative cost-effectiveness study of some of the major components of health care: CBHC, immunizations, outpatient services, inpatient services.

Such a study, or studies, would help to clarify just what is an appropriate "balance" between promotive, preventive and curative services.

3.1.2 Other Objectives: Guidance to Secretariat

The first two objectives in the present Constitution are far more fundamental than the others. Each of the remaining objectives are really ways in which the first two can be achieved. They are derivative objectives, flowing from (i) the first two objectives and (ii) the society and environment in which CHAK exists:

- To coordinate the work of members...
- To speak to MOH and others on behalf...
- To assist members with staffing, supplies...
- Other activities to benefit the people...

Derivative Objectives. All of these are important...so important that the first three are, in fact, what we have defined as "core" activities, but it is easily seen that each is derivative. The third of these is the weakest, since it focuses only on one very specific need: staffing. If staffing is to be mentioned, why not training...or drug supply...or finance...or any other major need?! We note, too, that none of these relate to the fostering of Chris-

tian love and service. To the extent that (i) they are in the same Article as the two far more fundamental objectives and (ii) are incomplete, these later objectives may tend to misdirect rather than direct.

Guidance to Secretariat. As the evaluation concluded, and we reviewed our recommendations, we realized that these other objectives represent guidance to the Secretariat. In fact, in their order, they represent precisely the order of priorities which the members themselves have expressed in what the Secretariat should be and do.

3.1.3 Suggestions for Constitutional Revision

Since the name of the organization has been changed, the Constitution will need to be changed, and we would suggest the following changes as a basis for reflection:

We suggest that the first two objectives be placed in an Article by themselves as a statement of purpose for CHAK. One minor improvement can be made. The organization exists because of the need to act *corporately*. Therefore, we suggest that the purpose state:

ARTICLE 2, PURPOSE

The purpose of the organization is to act corporately to:

- a) further the work of Christian.....(etc, as is)
- b) develop within available resources.....(etc, as is)

Second, that the remaining objectives be thought through carefully so as to be as (i) accurate as possible and (ii) as comprehensive as possible.

ARTICLE 3, OBJECTIVES

The objectives, deriving from the purpose, shall be:

- a) To facilitate and coordinate the Christian medical and health work of the members.
- b) To speak on behalf of members corporately to the Ministry of Health and any other organizations where it would benefit members to do so.
- c) To assist members to meet common needs (eg, in staffing, training, drug and equipment supply, management and administration, funding, etc).
- d) To undertake any other activities which from time to time may be of benefit to members or, on behalf of the members, of benefit to the health and welfare of the people of Kenya.

RECOMMENDATION: We recommend that the first two objectives in the CHAK Constitution be retitled as the Purpose in a separate article, or that they stand alone as the main objectives. We also recommend that the other objectives be thought through carefully so as to be more complete and inclusive in a more balanced way; and that they be recognized as objectives deriving from the present first two objectives, and understood as guidance for Secretariat priorities and activities.

3.2 Name of the Organization

CHAK has recently changed its name from PCMA, and we are impressed with the twofold basis for the name change. That is, *first*, as a less confrontational name: the word "Protestant" could be interpreted as "anti-Catholic," and thus it was good to eliminate the word. *Second*, the desire to emphasize "health."

We do conclude, however, that the process of dealing with the name change needs to continue. We would suggest that CHAK needs to consider more fully the implications of the philosophy and theology in the change of name for CHAK activities and policies.

"Your name is Simon, son of John, but you will be called Cephas" (meaning a rock)." *John 1:42*

When Simon's name was changed to Cephas (ie, Peter), it was accompanied by profound changes in his life and its meaning. Are there or should there be comparable changes in CHAK? If so, what should they be? One place where the background of the name change belongs is in the preamble to the Constitution.

RECOMMENDATION: We recommend that a subcommittee of the ExCo draft recommendations and policies which should accompany the name change, including recommendations for revision of the preamble to the Constitution.

We conclude that the name change was productive and will prove fruitful. It should, of course, be incorporated throughout the Constitution.

3.3 Membership

We find no particular fault with the article on membership, except that we would suggest that the (a) ExCo have the clear power to suspend a member until the following AGM, rather than just recommend suspension; (b) that the suspended member have the right to address that AGM and (c) that the AGM can take whatever action it deems appropriate in regard to revocation or reinstatement or continued suspension. *We believe that this represents a helpful clarification in the sense of the Article on Membership.*

3.4 General Meetings

In reviewing the sections of the Constitution on general meetings, we felt that the mechanisms for putting special agenda items and calling special general meetings were too weak, and the requirements for a quorum too strong. We suggest that (i) agenda items from members must be sent in writing and signed by three or more members, rather than just one; (ii) that special meetings can only be called upon written request of 10 members, rather than 5; (iii) that the Secretary have 35 days (rather than 21) in which to hold the special meeting; and (iv) that a quorum be one-third of the membership, rather than two-thirds.

3.5 Executive Committee

Objectivity and Breadth of Perspective. In private companies or organizations which are not associations, there is usually a board of directors composed of people with a *variety of perspectives*, reasonable *objectivity* and a degree of *independence* of the organization itself. Problems begin to arise if there are too many vested interests. With an association, the equivalent is the Executive Committee. Vested interests and problems are built in from the start. The question becomes: "How can sufficient objectivity and breadth of perspective be introduced to assure better decision-making?" As we consider each member of the ExCo, their perspective is either medical or church or both. It is imperative that the composition of the ExCo be broadened.

A second issue arises from a factor about CHAK which was strikingly different from other organizations with which we have recently worked. Namely, the lack of nationally-known personalities associated with CHAK. FPAK, for example, has senior-level people in government on its management committee and other subcommittees. That, of course, can have its dangers. The development arm of a major denomination has several senior government civil servants and nationally-known personalities as volunteers on its board.... some of the most capable leaders in business and the civil service. We find virtually none of this at CHAK.

We conclude that the following steps can be taken to introduce both the objectivity and the level of high-talent volunteers into decision-making, and generally make ExCo decision-making more effective:

- To make mandatory the co-option of several ExCo members from outside the Association.
- To broaden the base of ExCo membership from within the Association by requiring that three members be representatives of churches, rather than medical professionals.
- To establish a checklist for nomination to ExCo membership which will challenge nominators to choose candidates for the ExCo more wisely.
- To introduce a nominations subcommittee of the ExCo, which would be expected to make nominations to the AGM for ExCo membership, and for

ExCo officers.

- To establish several important *subcommittees* of the ExCo with substantial co-option of members from outside the Association.
- To introduce an *Advisory Council for CHAK*, which will bring to CHAK added balance in counsel and advice, and could include influential leaders to enhance CHAK's ability to influence decisions nationally and internationally.
- As a normal procedure, to invite senior staff members to attend ExCo as non-voting participants (Coordinators, Senior Project Officer and Finance/Admin Manager).

3.5.1 Co-option of ExCo Members

The Constitution now *allows* co-option as "deemed necessary." We conclude that to give the objectivity needed, the Constitution should be modified to *require* co-option of at least four members from outside the Association, and three as representatives of the churches.

Co-option of Lay Treasurer. One of the lay members should be designated Treasurer. [We note that this in no way implies that the present Treasurer has done less than an excellent job. But for the future health of CHAK, the Treasurer should be both independent and a financial professional, and close enough for day-to-day contact with the Secretariat.] It should be relatively easy to find someone of substantial stature in the financial profession to accept co-option as Treasurer. Many senior financial people are required to continue their education as CPAs, and this sort of volunteer service counts as credit for them. Possibilities might be within the banking industry or the insurance industry.

We suggest that CHAK seek, as lay members, Christian laymen commanding high respect in their professions, or in the civil service. It may be wise to co-opt even more than four, to have reasonable assurance that three or four will regularly be in attendance. The process of finding and recruiting such members could and should begin immediately, even within the framework of the Constitution as it presently reads.

RECOMMENDATION: *We recommend that CHAK immediately seek to strengthen the capability of the Executive Committee by co-opting at least four Christian laymen carrying high respect in their profession, or in the civil service. Further, we recommend that the Constitution be changed to require such co-option in the future. The Treasurer should be a co-opted member.*

Criteria for these co-opted members should include three components: (i) mature Christian faith; (ii) ability to contribute to the deliberations of the ExCo and to improve the ExCo's decision-making; and (iii) highly respected within their own profession.

As to professions, it might be appropriate to consider someone from the insurance industry, the legal profession, the civil service, the consulting profession, etc. We do suggest that if particular additional medical professionals appear to be valuable, they be considered additional to the four required to be co-opted.

Co-option of Church Representation. Presently, the Constitution calls for co-option of at least one clergy, if one is not elected. We suggest that it is not necessary to restrict co-option to the clergy. For example, it is quite possible that a lay member of the health board or committee of the Church might be the most appropriate as representing the churches.

We note that we are not recommending that the ExCo ask churches to send representatives to the ExCo. Rather, that ExCo decide whom it thinks would be the most beneficial to have on ExCo.

RECOMMENDATION: We recommend that the Constitution be modified from requiring at least one clergy to requiring co-option of at least three members to provide church representation. ExCo should choose whom to co-opt, rather than ask churches to send representatives.

The criteria for selection of church representatives should be essentially the same as for lay members above.

Co-option of Senior Staff. As members of the Management Team, who bring a variety of perspectives and strengths, the Coordinators, Senior Project Officer and Finance/Administration Manager would make important contributions to the effectiveness of CHAK Executive Committee decisions. Further, invitation will demonstrate the confidence placed in them by the ExCo. It will strengthen the relationship between CHAK members and their Secretariat.

RECOMMENDATION: We recommend that it be normal procedure to invite senior staff of the Secretariat to attend ExCo meetings as non-voting participants.

The evaluation team recognizes that there will be times when it is inappropriate for staff to be present, such as discussion of changes in salary scales, disciplinary matters, etc.

3.5.2 Checklist for Nominated Members

We have reviewed the process for nomination and conclude that there is little that can be done by changing the process that will materially improve the selections made. We do conclude, however, that it would be helpful to include a checklist of criteria for nomination, which would at least help those making nominations to think more carefully before nominating.

Among criteria, which should be a preamble to the nomination form, we suggest the following.

Your nominee should be:

- A person of mature Christian faith.
- A person of honesty and integrity.
- Able to serve the interests of the whole of CHAK, not just a particular region.
- Able to contribute effective and careful thought to any issue confronting the Association.

We recommend that the current Acting General Secretary and his staff, as well as the Chairman, modify this list as they deem appropriate for use during the next nomination process.

RECOMMENDATION: We recommend that the use of a checklist of desirable criteria for ExCo nominees be used as an integral part of the nomination form.

3.5.3 Subcommittees

We conclude that the subcommittee process and structure could be materially improved by (i) requiring several standing committees to advise ExCo and (ii) requiring heavy co-option on them.

- *Finance and General Purposes Committee.* Effectively as it is, but with the co-option of at least three outside members.
- *Establishment Committee.* This subcommittee should deal with terms of service and other administrative policies.
- *Organizational Development Committee.* This subcommittee should be concerned with the implementation of appropriate recommendations of evaluations, and make recommendations for organizational development and improvement.
- *Nominations Committee.* To make recommendations for leadership positions, including ExCo members and officers.

Two special committees are needed. A *search committee* (urgently needed) and a committee to take responsibility for thinking through needed changes to the Constitution.

Search Committee. There is urgent need to establish a Search Committee whose charge is, first, to find a new Chief Executive Officer for the Secretariat. There will be temptation to charge this committee also to urgently find a Medical Coordinator and a Finance/Administration Manager. However, the CEO must be able to work well with these people, and must be a part of the Search Committee when these latter two are being sought. We understand the present Medical Coordinator's concern for his own future

replacement. However, in the opinion of the evaluation team, the order of urgency in filling posts is (i) Chief Executive Officer, (ii) Finance/Administration Manager and (iii) Medical Coordinator. The present Medical Coordinator has, in the past, filled many of the leadership roles that the CEO must now fill. This relaxes the urgency for the speed with which the Medical Coordinator post needs to be filled. But it also points to the absolute necessity for the new CEO to be an excellent executive and leader. The Search Committee should have several co-opted members of the caliber suggested in section 3.5.1 above.

Constitutional Committee. As we have suggested in above sections, there is need for a group to think through needed constitutional change, and it would be

Other Committees. Given the past history of legal difficulties, and the increasing potential in the country for medical litigation, it may soon be appropriate to have a *Legal Review Committee*. A *Medical Review Committee* may also be appropriate to cover the event that future staff complements do not include a medical doctor of appropriate competence and experience. Appropriate staff should be co-opted to serve on the various subcommittees.

Co-option to Subcommittees. The subcommittees represent sources of counsel and advice to the ExCo and Secretariat. As such it is even more important that they have a wide breadth of perspective. Thus it is essential that they have substantial co-opted representation...even more so than ExCo. The co-opted members should be of the same capability as suggested in section 3.5.1.

RECOMMENDATION: We recommend that appropriate standing committees be established, including a newly-constituted Finance and General Purposes Committee, an Establishment Committee, an Organizational Development Committee, and a Nominations Committee. We further recommend the establishment (not necessarily on a standing basis) of a Search Committee and a Constitutional Committee.

3.5.4 Duties of Executive Committee

In respect of the duties of the Executive Committee, we recommend the inclusion of the principle that the Executive Committee shall have the power to employ, dismiss, and discipline employees, including the General Secretary.

3.6 Advisory Council

Some organizations have solved the problem of interesting influential, capable lay leaders in assisting them and contributing, when needed, to the decisions of the organization through the creation of an *Advisory Council* or advisory board. It should be relatively easy to attract leaders to such a body. Actual work would be minimal, yet extremely valuable, and members would be demonstrating commitment to their Christian faith, and their faith in the value of Christian health services, by serving in this capacity.

RECOMMENDATION: We recommend the creation of an Advisory Council for CHAK, to include capable, highly-respected leaders in business, industry, civil service, etc. This should provide a structure for appropriately building CHAK's (i) understanding of and (ii) influence in national and international decisions.

Had such a council existed in the past, it is at least plausible that national decisions about the government grant would have been taken more wisely.

As this is a rather substantial step, we would suggest its incorporation on an ad-hoc basis initially, with the intention of making it a constitutional body if it proves valuable. This would also allow for an immediate start to the appropriate building of CHAK's influence.

The criteria for invitation to such a council should be similar to that for co-opted laymen on the ExCo and its subcommittees: committed Christians, highly respected in their professions. It might also include Christian leaders from international agencies.

3.7 Officers

In the section of the Constitution concerning officers, we make the following comments:

Chairman. We have already expressed our view that the present Chairman has been a critical factor in enabling CHAK to move forward. More generally, it should be noted that the Chairman is the representative person of the organization. As such, he should be chosen with care...preferably as much care as the Chief Executive Officer. The value of concentrated thought on nominating officers is one of the major reasons for our suggestion of a Nominations Committee as a standing committee. The Nominations Committee would make nominations for Vice Chairman, Treasurer, and Vice Treasurer as well.

RECOMMENDATION: We recommend that the Nominations Committee be responsible for preparing nominations for all office bearers: Chairman, Vice Chairman, Treasurer, and Vice Treasurer.

We note that, in functioning as Chairman of meetings (AGM; ExCo, Finance and General Purposes), the Chairman has two primary functions: (i) to assure adequate thought on decisions while (ii) limiting unproductive discussion. In doing this, we encourage chairmen to make effective use of subcommittees. CHAK must make every effort to choose someone who will provide the character and integrity and depth of Christian maturity which all want in a Chairman; a Chairman who is to represent the organization and who, at the same time, can effectively and efficiently lead meetings.

Treasurer. We have already noted our recommendation (section 3.5.1) that the Treasurer be a mature, highly-respected member of the financial profession and independent of the Association, and in or near Nairobi.

General Secretary. We have noted that we are recommending that the General Secretary be given a different title for the near future. We recommend that the Constitution reflect the possibility of other titles as the circumstances of the times may require. As a basis for reflection, we suggest the following paragraph:

In addition to his duties as Secretary to the Association, as Chief Executive Officer he shall undertake such activities as may benefit the Association and work towards the fulfillment of the purposes of the Association, under the guidance of the Executive Committee. As Chief Executive Officer, the title used may differ from "General Secretary" as deemed appropriate by the Executive Committee.

RECOMMENDATION: We recommend that the Constitution be modified to reflect the obligations of the General Secretary that go beyond the functions of Secretary, and also make explicit the flexibility of the use of other titles than "General Secretary" as he acts in the capacity of Chief Executive Officer of the Association in fulfilling its purposes.

3.8 Remaining Sections of Constitution

The remaining sections of the Constitution deal with Trustees, Auditors, Finance, Amendments, Dissolution, and Disposal of Assets. The only comment we would make to those sections is that they, as well as the ones to which we have made recommendations, should be vetted by the attorneys of the Association.

3.9 Regular Evaluation

While we were tempted to suggest that a regular, external evaluation of the Association be constitutionalized, we do not go quite that far. However, we feel that the benefits of a regular evaluation, every two years initially, to be so fundamentally important as to be our final recommendation in this section. To assure that it is appropriately considered, regular evaluation should be a major charge of the Subcommittee on Organizational Development (see section 3.1.1). For purposes of implementation, it may be appropriate for CHAK to seek funding for extension of the present evaluation to include an implementation phase.

RECOMMENDATION: We recommend that CHAK arrange regular external evaluations under the auspices of the Subcommittee on Organizational Development.

4.0 CHAK STRUCTURE - PART II: STRUCTURE FOR SECRETARIAT

4.1 Structure for "Core" Activities

In reflecting on (i) our study of the Constitution and (ii) our interviews with leadership of units, it was clear that there are several perspectives from which activities of CHAK Secretariat should be viewed:

- "Projects" versus "core activities" is one way to view the activities, and we have done this at several points.
- Another is to consider those activities which *benefit* members and those which are worthwhile activities to do *on behalf of members* for the benefit of the health of the people of Kenya.

"Benefit" vs "On Behalf." Presently, the situation is that donors, and thus projects, have tended to consider needs from the broader perspective of the needs of Kenya, while units have taken a much more parochial perspective. In part, this self-interest of the units is reasonable, given the desperate nature of the needs of many units. In part, it is out of the normal sinful nature of man which predisposes to self-interest. [Even St. Paul, in Romans 7, admits to the predisposition: "I do not understand my own actions. For I do not do what I want, but I do the very thing I hate." (Romans 7:15,16)]

Given (i) the history of weakness of the Secretariat in meeting basic needs (excellence in working to assure the grant, distribution of useful basic information, etc); (ii) the general financial administrative management weakness of the units; and (iii) the sinful nature of man, it is doubly (perhaps triply) important for the near future for the activities of CHAK to meet the needs of units. Activities must directly *benefit members* as much as they produce benefit for Kenya *on behalf of members*.

RECOMMENDATION: We recommend that it be widely recognized, by both donors and CHAK Secretariat, that there is an urgency to the need to work to meet members' specific needs, as an a-priori condition to meeting general health needs of Kenya through Secretariat-based projects which are on behalf of members rather than directly meeting needs of members. That CHAK urgently seek understanding donors to assist it in the process of doing this.

There is, in the opinion of the evaluation team, a justifiable need for redress of priorities at this time in CHAK's history. CHAK needs to find an understanding donor or donors to assist in this redress, and to work to meet basic member needs. We have included a list of member-perceived needs in section 2.5.

Structuring to Meet Member Needs. In the past, CORAT has undertaken two evaluations of PCMA which stressed the need to move in the direction of meeting member needs, as perceived by members. Those suggestions were not taken up. Partly this is surely due to failure on our part to communicate; partly it is surely due to

historical Secretariat weakness; partly it is surely due to donor interests and pressure to do-what-the-donor wants, rather than what the organization needs. The evaluation team concludes that in addition to a general recognition, as contained in several of the recommendations made thus far, *structural recognition* is needed by (i) emphasizing "core" activities on the organizational chart and (ii) emphasizing them in job descriptions.

Donor-Member Intermediary. In some of its projects, CHAK Secretariat is acting as an *intermediary* between client (the CHAK member unit) and donor. It is a function which can be seen as a service to members, but was simply not articulated in interviews. In serving as such an intermediary, the Secretariat (i) protects the unit from many donor-related burdens and (ii) provides the donor with greater assurance that resources are wisely spent. We conclude that this is an appropriate role for CHAK Secretariat, although it can be enormously difficult, and raises the level of integrity and maturity required of senior financial staff, and of the Chief Executive Officer. [Note that this, again, represents an additional "overhead" cost of doing project work.]

Emphasis Within Organizational Chart. The full chart recommended is given in section 4.4 below. In the chart we include a "post" of "Core Program Coordinator." The intention is that this "post" is to be "staffed" by the Chief Executive Officer. Organizational charts are, fundamentally, devices to communicate and give direction to understanding. We felt that the inclusion of this "post" on the organizational chart would help remind all concerned, including the Chief Executive Officer, of the priority nature of these "core" activities.

Emphasis Within Job Descriptions. In the job descriptions of all senior staff we have emphasized the needs and specific tasks required to give meaning to their responsibilities in carrying out "core" activities (see section 5).

4.2 Structure for Projects

There are a few important issues which have governed our conclusions regarding the best structure in regard to projects:

- *Relative Distance of Projects From Centre.* Generally, projects should remain relatively distant, structurally, but still clearly under the control of the leadership of the Secretariat. If too integrally woven into the fabric of the Secretariat, failure of a project may threaten the organization as a whole. Hence, actual direct individual project leadership should be one or two organizational levels down.
- *Project and Proposal Development Needs.* As previously discussed (see, eg, section 2.3.2), project development for CHAK must be considered a full-time task.
- *Broadening Base of Project Development Cost Supports.* It should be CHAK policy that all

projects bear their fair share of the costs of "doing projects," as an overhead. If not, the result is that project development is funded by one source. This may go unrecognized. This is presently the case in that "Part B" is funding the Medical Coordinator to work virtually full time as "Project Development Coordinator."

These issues lead us to include a *Project Development Coordinator* as a full-time, senior post on the organizational chart (discussed in detail in section 4.4). The job description is discussed in section 5.

The issues further lead us to recommend that, gradually, but as quickly as feasible, CHAK not accept project work which does not recognize the high overheads involved and for which a donor is not willing to cover those costs in a realistic way. CHAK must do this for its own safety...and for its organizational integrity (see section 4.6).

4.3 Structure for Administration

The *issues* that govern our recommendations for appropriate structure for effective administration, both as *relationships of personnel* (ie, appearing on organizational charts) and as *policy* are:

- The need for a relatively senior post of Finance and Administration Manager. It is essential that this person be a mature person of the highest personal integrity, capable of getting along well with others...indeed of managing others...even those of different temperaments. And someone who is a full CPA.
- The need of each of us for protection against the temptations to abuse time, money, other resources, and power on the job.
- The responsibility of the organization to demonstrate in its policies that it not only expects performance, but cares about its employees.
- The related need to demonstrate organizational integrity (ie, consistency in application of policies).

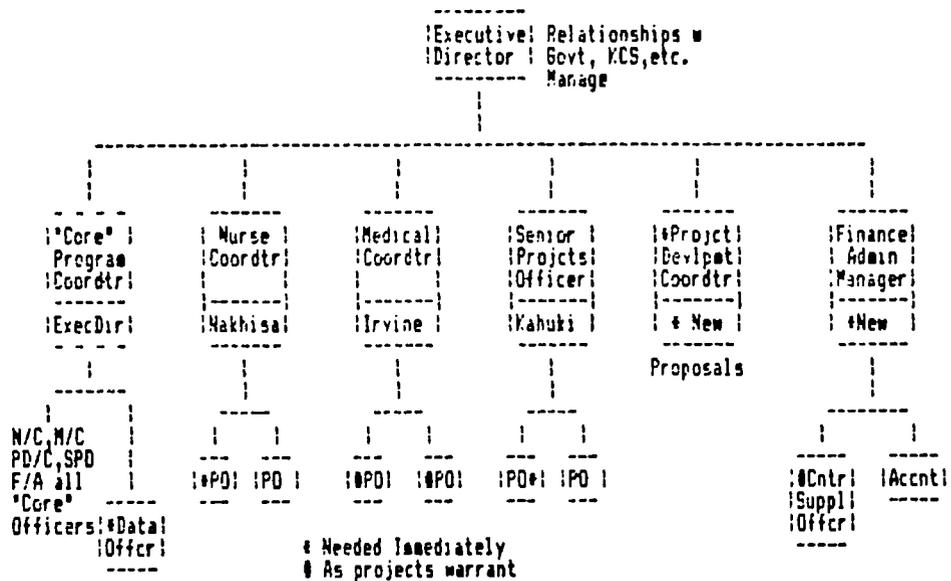
The details of recommended policies are given in Appendix A. The issue of organizational integrity is discussed in section 4.6. The job of the Finance and Administration Manager is discussed in section 5 and again in Appendix B.

4.4 Organizational Chart and Management Team

Organizational Chart. Summing up the analysis of the previous sections as they pertain to relationships between senior personnel

results in the following organizational chart. Also shown with the chart is a "thumbnail outline" of the responsibilities of each senior officer with regard to "core" activities (we hope the sometimes rather severe abbreviations are clear).

Proposed Organizational Chart



"CORE" RESPONSIBILITIES:

Responding to member-perceived needs. Information, Coordination, "Core" Oversight. "Spirit of Christian Service"	1/3 time Coordntn Data Gather Nursng needs Coordntn	1/3 time Medical Staff Suppls Data Gather MDTC Coordn	1/3 time Communic Coordntn Proposal wrtg astc to units	As many Unit development Projs as possible Staff Hqg Capital Prjts Training Cordn Propsl wrting asstnc to units	Administration Coordination Contrcptv Supply Teaching
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Executive Director. The most obvious conclusion of the evaluation team, as alluded to many times already, is the appropriate title for the General Secretary. All of us on the evaluation team felt that the title of General Secretary did not adequately express the responsibilities of the Chief Executive Officer of the CHAK Secretariat as it has come to be. We deliberated at length, asked many others their view, considered other associations, and concluded that the most appropriate title was Executive Director. This title does express the breadth of management and executive responsibility expected. It also gives a somewhat increased stature to the post in relationships with other organizations, eg, the MOH. But that is really incidental. What gives character and depth of value to a position is the strengths of the person in that position. But titles do either direct or misdirect, and we concluded that the title Executive Director gives much better direction.

RECOMMENDATION: We recommend that the title Executive Director be used for the Chief Executive Officer of the Secretariat, instead of General Secretary, until conditions warrant otherwise.

Still General Secretary. We again emphasize (cf section 3.6) that the Executive Director is still General Secretary to the Association. But the range of management tasks is so much wider than might be expected for, say, a minimal-but-effective association, that a title implying the broader responsibility, and suggesting more substantial qualifications, is required.

Immediate Staffing Needs. In the chart, the "+" symbol indicates our recommendations for staffing to cover immediate needs:

- *Project Officers.* A new Project Officer will be needed (1) under the Nurse Coordinator, Sella Nakhisa, and (1) under the now Program Director, Mr. Isaiah Kahuki, for whom we are recommending the title Senior Projects Officer. This is in order to release at least a third of their time to be spent on CHAK "core" activities.
- *A Finance and Administration Manager* who will also be responsible for handling some "core" activities which require administrative excellence.
- *Project Development Coordinator.* This post is needed to relieve the Medical Coordinator, and allow full definition of the meaning of "Medical Coordinator," especially in relation to the "core" activities...meeting member-perceived priorities.

Management Team. One of the "overheads" added by the existence of project work is the larger number of senior management people required. These form the Management Team...the organization's "think-tank." The Chief Executive Officer must be someone who can function effectively as leader of a highly competent team. One who can (i) give credit to others for success...because they will deserve credit that is due and, as humans, will desire credit beyond what is due. And one who can (ii) accept responsibility for failure, as the one who, by virtue of his post and pay, has agreed to do just that.

RECOMMENDATION: *We recommend that one of the criteria used for assessing candidates for the post of Executive Director be that he (or she) be capable of functioning well as leader of a team of leaders, and one that other competent people would enjoy working with and supporting as the Executive Director.*

The function of the Management Team is to act as the resource for thinking through what the right things are for the organization to do, both from the standpoint of doing worthwhile things, and doing things efficiently and cost-effectively. The Executive Director has an obligation to see that the members of the team...including himself...exploit their capacities to the fullest in the process of thinking decisions through until they are adequately understood.

Other posts, denoted with the "#" symbol, suggest that, as resources become available, these slots can be filled, and the result-producing activities of the Secretariat be expanded.

Medical Coordinator. As noted in other sections, the present Medical Coordinator has functioned, in fact, as a very effective full-time Project Development Coordinator. However, as a result, there has been very little development of the meaning of "Medical Coordinator." As soon as the Project Development Coordinator post can be filled, the Medical Coordinator should begin to define that role by carrying out such activities as follows: defining and articulating staff needs of hospitals, dispensaries and CBHC programs; ascertaining equipment needs and the best way to achieve them; working with others to discern the best ways to communicate, highlight and understand comparative medical information; building relationships internationally in ways that might bring in appropriate staff; establishing mechanisms within CHAK to institutionalize findings in medical areas; and surely much more that we have not thought of. Continued representation on key technical committees would still be his function, as would his medical presence and perspective to balance decisions by the Management Team. As already noted, once an effective Executive Director is found, the replacement of the Medical Coordinator is not so urgent, and overlap is not necessary. The present Medical Coordinator has had to provide the leadership functions of an Executive Director. Coupling that fact with the lack of definition to the job of Medical Coordinator, there is less urgency to finding a replacement coordinator upon Dr. Irvine's planned retirement at the end of 1988 than is generally perceived.

RECOMMENDATION: We recommend that, as soon as resources allow, a Project Development Coordinator be hired; his role would be to develop new projects and enable existing projects for the benefit of and/or on behalf of members. We also recommend that, to enable appropriate levels of "core activities," two Project Officers be hired to release time of the Nurse Coordinator and Senior Projects Officer.

4.5 Financing the Posts in the Short Term

Fortunately, the financial demands are not overly excessive, in terms of immediate cash-flow. The money from "Part B" for the post of Medical Coordinator could still be used for that now-more-appropriately-aimed post. We hope that the "Part A" project, FPPS and AVSC can be persuaded to accept responsibility for the need to release the Nurse Coordinator and Senior Projects Officer, and among them share the costs of the two Project Officers...and/or that another donor is willing to cooperate in *building the institutional capacity of CHAK*. Initially, of course, the funding for the post of Executive Director can continue to come from the government grant. [We note, however, that it is our view that the funding for all these posts is better understood as overhead of being responsibly involved in project work, and as such should be shared amongst all donors.]

RECOMMENDATION: We recommend that, as a short-term measure, CHAK seek funding for the two Project Officers from "Part A" funding and FPPS/AVSC respectively.

Appropriate approaches to longer-term funding is addressed in section 4.7 below.

4.6 Structure for Organizational Integrity

In consideration of organizational integrity, we again point to the biblical idea of "wholeness."

The New Testament Greek word is teleios: "the state of being whole or complete." Paul's use of the word is translated, for example, as "maturity" in considering Christian growth. It is also the word used in Matthew 5 for "perfect" in advising: "be ye perfect, as your Heavenly Father is perfect," as it points to God's consistency in dealing with the "just and the unjust."

Implications of this as guidance for organizations involve, particularly, *consistency and striving to avoid being deceptive.*

Just as for individuals, there are many strains and stresses on an organization's integrity. And there are many compromises necessary. We find that organizations often do not realize that the compromises they make actually involve their integrity: their consistency, honesty and openness with which they appear to the rest of the world. There is an obligation to strive to grow *"in wisdom and stature and in favor with God and man."*

Consider as an illustration one of the recommended clauses in the latest "Draft Terms of Service" concerning travel funded by donors: "All travel undertaken through donor assistance must comply with travel regulations of the donor..."

While this may be reluctantly agreed to in a contract, *and as a compromise of organizational integrity (however small)*, it has little place in the policies of an organization. Those policies, however imperfect, must first and foremost be attempts at representing the underlying beliefs and principles of the organization. What such a statement says is "as a general policy, we will bow to the regulations of others, whether or not it is right to do so."

As an Association registered in Kenya, CHAK has agreed to abide by some regulations of others (ie, the government), partly trusting that they will not strain organizational integrity, and partly balancing potential strains on integrity against the benefit of being able to exist. But relationships that are primarily contractual should not govern basic policy.

All organizations have an obligation, especially since more than one individual is involved and what it does affects others than those who set policy...an obligation to assure that (i) our *poli-* *cies* make every effort not to stress the integrity of individuals, and not to openly express a willingness to compromise. Further, (ii) we need to make every effort to assure that relationships,

contractual or voluntary with other organizations, whether donor or not, minimize stresses on both individual and organizational integrity.

RECOMMENDATION: *We make an earnest plea to donors to find ways and means of avoiding placing stresses on the integrity of the organizations they are trying to help. We urge CHAK to examine contractual or policy statements from the perspective of their implications for individual or organizational integrity.*

With respect to the specific issue of domination of donor-policy in travel per-diems, we have talked with others about this and discovered that where it has been applied, it led to grumbling and a lowering of trust between employees and the organization's leadership. And that is precisely what organizational integrity is about. Surely, an organization which hopes to be effective must "grow in favor" with the employees who work for it. This particular policy tends to produce exactly the opposite. An appropriate compromise might be for CHAK to accept the per-diems, pay per-diems on the basis of CHAK policy, and place the excess in a fund for all employees, or use it in another acceptable and appropriate way.

Compromises. All life is full of compromises...even compromises in integrity, wherever relationships with others are involved. CHAK, as it deals with government, KCS, and donors will make compromises. But, where those compromises involve organizational integrity, they must be held to a minimum, and entered into with reluctance or not at all. [*If we seem to take this issue too seriously, it is because we have seen well-intended regulations of donors lead individuals to the point where it was easy for them to succumb to temptations to deceive...and worse.*]

Obligation as Recipient. On the other hand, CHAK has an obligation to recognize its own potential and the potential of its employees for sinfulness, and must build into its policies structure which minimizes any tendency to abuse the resources that donors have generously provided. And temptations are substantial to abuse the use of money, time, resources such as vehicles, and authority.

4.7 Structure for Long-Term Survival

4.7.1 Issues Involved in Structuring for Survival

We have already made recommendations concerning funding in the short-term (section 4.5).

We see the needs for survival for the long term as the approaches taken (the structure) to maximize the opportunity for (i) long-term availability of funding for carrying out activities that CHAK believes are (ii) worthwhile and can do well.

- CHAK should engage in projects for which it has, or can find, appropriate personnel, and which are high member-perceived priorities for activity.

- CHAK should seek (i) to spread its donor base, and (ii) to seek individual projects (including current ones) to bear a responsible share of overheads as overheads.

To illustrate the need for the latter, had funding for "Part B" stopped for some reason, that would have meant that the funding for the key person for *all* project development would have ended. Chances for long-term survival would be substantially higher if each project had paid overhead which covered an appropriate share of overheads. Then, if "Part B" funding had stopped, there would be no panic because Dr. Irvine's funding had stopped. In fact, if those overheads included even a small amount for covering "risk costs," and the building of reserves, movement towards financial stability and long-term survival would have been even more appropriate.

4.7.2 Approaching Quantification of "Overheads"

We can approach understanding of overhead costs by considering the differences between a CHAK Secretariat structured to make possible growth-through-projects, as in 4.4 above, and a CHAK Secretariat operating on a fraction of the government grant (as it had been doing before project work began). We do assume, though, that for comparison, the work done would be, in either case, an effectively managed Secretariat...where CHAK *should have been* without the projects as compared to where CHAK should be with projects.

- Without the projects, the complexity and demands on the Chief Executive would be significantly less and his most important task would be to assure that appropriate relations with government were kept up so as to assure the grant and reasonable coordination. *[The difference might be a third to a half of the total cost of sustaining the proposed Executive Director, including all salary, benefits, as well as office space, value of all resources which could be otherwise used, etc...total in the region of perhaps KShs 250,000 to 400,000 per year.]*

We pause in this listing to make an important point. In making similar analyses in the past, the figures have been misinterpreted to mean that this is the value of the person to the organization, and that, therefore, they should be getting closer to this figure in pay. This is, rather, the cost of employment to the employer. In the developed world, it typically costs from 2 to 4 times the salary to employ someone (in some cases substantially more). In most cases in the developing world, the figure is usually higher than 2 to 4 times, because of the generally lower level of salaries relative to the costs of other resources.

- Without the projects, the need to speed the growth of "core" activities would not exist, and they could grow at a slower pace. *[Seen as the need to free people for work on core activities, in the region of a third of the total cost of sustaining the cost of the*

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Medical Coordinator, the Nurse Coordinator and the Senior Projects Officer. In the region of KShs 600,000 to 900,000 per year.]

- Donor needs for accountability require the Finance and Administration Manager and an excellent accountant. Without the projects, a competent CEO would be all that would be needed. *[Added cost is that of the Finance/Admin Manager and an excellent accountant. Perhaps adding 700,000 to 1,200,000 per year.]*
- The project/proposal development function is fully a project-related overhead...the cost of sustaining the Project Development Officer as an employee. *[Another 400,000 to 600,000.]*

Generally, other staff costs are considered not to be overhead. Within a wide range of numbers of projects, you will need to have the above staff and costs. But, in theory, as specific projects come and go, you can let those contracted staff also come and go, except for the need to build reserves due to the risk. For example, if a project folded, you would have to dip into reserves to cover (i) that project's portion of each of the above costs as well as (ii) other "wind-down" costs. We have suggested, earlier, that an appropriate level...for reserves...might be half the operational (ie, implementation unit) expenditures of the largest project. In the present case, that suggests reserves of order a million shillings. Amortizing this reserve as an annual cost suggests 10 to 25% of that figure...of order KShs 100,000 to 250,000 per year.

Total Overhead Allocable to Project Work. If we add all these costs, we reach the conclusion that a total, realistic overhead cost for CHAK to do "project work" at the levels proposed in the region of KShs 2,500,000 to 3,500,000 per year.

This is the overhead required to handle something in the region of KShs 7,000,000 to 10,000,000 (gross funding) of functioning projects. This is estimated by noting that "Part B" is virtually a donation to overhead and not a directly result-producing project, except for about a quarter million shillings going to community health. The major functioning projects are "Part A," FFPS and VSCEP, which totalled about KShs 7,000,000 in 1987. Assuming the same overhead could handle 30% to 40% more in projects, while keeping up appropriate levels of "core" efforts, and without further beefing up, as, for example, with a competent assistant to the Project Development Coordinator, we reach KShs 10,000,000 worth of projects.

While these are, of course, fairly rough estimates, they do suggest that *realistic overheads are in the region of several tens of percent of total project value, perhaps as much as 50%.*

RECOMMENDATION: *We recommend that CHAK and donors to seek diligently to spread these overhead costs amongst projects, and see that these costs are fully and fairly covered. We note that because of the needs of CHAK's constituency, it is thoroughly unrealistic to expect CHAK to make a "local contribution" to the project, other than efforts of a truly volunteer nature.*

Currently, at least one of the projects indicates that 15% of the cost of the Medical Coordinator is a "CHAK contribution." In reality, because that project did not carry its share of that particular overhead cost, another project ("Part B") bore the cost. By far the best way to handle this...in a way that enables maximum openness and organizational integrity...and in a way which maximizes financial stability and the probability of long-range survival, is (i) for each project to recognize that CHAK cannot make a realistic "local contribution, and (ii) for each project to pick up a fair share of **all** overhead costs.

The Ideal Long-Range Solution. Ideally, in the future, the need for projects will decline, and only basic "core" activities of a stable CHAK would be needed: coordination; liaising with government; etc. CHAK, in such circumstances, should be providing limited but excellent services with a small staff...services of such value that members could and would willingly pay for them...ultimately out of fees. We suggest that a major feasibility study to discover whether fees might be substantially raised, without reducing overall service, would be worthwhile.

RECOMMENDATION: *We recommend that the CHAK Management Team consider seeking funding for one or more feasibility studies on appropriate fee structures for optimal service to the rural poor. Specifically, to better discern the impact of increasing fees on overall quality and quantity of services to the communities they are serving and hope to serve.*

4.7.3 An Intermediate to Long-Term Step

One perspective on organizational development is to realize that the strengthening of CHAK can be understood as a project. We would see major projects which go to meet member needs as eminently appropriate projects for which to actively seek funding. For example, major training, such as for Registered Community Nurses. In the early thoughts of the evaluation team, in fact, we considered the idea of a Training Coordinator and/or Training Officer. In the end, we felt that it was far more appropriate for the CHAK Management Team to reflect on the list of member needs, choose the most important, and approach donors to fund meeting those needs as a project.

RECOMMENDATION: *We recommend that the CHAK Management Team, as soon as realistically feasible, begin developing projects aimed at meeting member-expressed needs.*

There is nothing wrong with blending "core" activities with projects to make rapid gains in meeting member needs. As noted earlier, to the extent that projects visibly meet member-perceived needs, they merge with "core" activities very productively.

5.0 KEY STAFFING FOR THE STRUCTURE

Recommended basic job descriptions for the key Secretariat posts are contained in Appendix E. In this section we highlight the key elements of each job. In the case of the Executive Director, we also indicate the recommended process for recruitment.

We note that, as high level positions of the organization, the job descriptions and discussion of jobs will be more often couched in terms of "responsibility for assuring that something is done..." rather than "doing that something..."

Christian Love Applied in a Management Context. The story of the Good Samaritan, as Christ's response to a very direct request for a definition of "love," makes it clear that to love is to care for others actively. In a management context, to actively care for subordinates, superiors and colleagues is to actively enable them to produce worthwhile results. And managers do that best by example, through integrity, through effective administration, through steering the organization to worthwhile activities, thus enabling all to be doing worthwhile, satisfying work. And the fact that the relationship between Israelites and Samaritans was hardly positive makes it clear that love applied in a management context must be understood as enabling others, whether or not we like them.

5.1 Executive Director

Because of its importance, we have spent more time and care on this job than others. Much of what follows is an "amplified job description." As such, we suggest that it be given to prospective candidates before interviewing.

5.1.1 Key Job Elements

Purpose. The purpose of the job of Executive Director (ED) is to assure that activities which work to fulfil the purposes of the Association are carried out with maximum effectiveness, and to seek to extend the organization's capacity to carry them out. Those CHAK purposes are (i) to "foster a spirit of Christian love and service to all in need, as witnessed in the life, teaching and example of our Lord Jesus Christ;" and (ii) to "develop, within available resources, the highest level of (a) promotive, (b) preventive, and (c) curative aspects of health care." In working to do this, the ED must assure a balance of activities in each area of Association purpose. The ED must also, on a continuing basis establish CHAK as a leader in articulating and understanding health priorities for Kenya.

General Secretary. The Executive Director serves as the Secretary to the Association, in accordance with the Constitution.

The "Core" Job. As the highest priority for the next several years, and as a continuing very high priority, the Executive Director must assure rapid movement towards meeting member-perceived needs. The original job, as General Secretary, exists as a result of the need to present a single point of reference in relations between members of the Association with the government, particularly in regard to receipt of a government grant given each

year to the Association for distribution to member facilities in an equitable fashion. The value of coordination, such as provision of relevant information on the activities of each unit to all units, was also seen. Finally, it was hoped that such a central point of reference might be able to help meet staffing needs, seeking both local and overseas personnel. Over the years, it has also become clear that other functions could have and should have been carried out more effectively, such as: visitation of units to discover members' needs; encouraging units which might learn from each other to get-together and share; arranging for appropriate seminars for administrators, nurses, etc; seeking needed equipment for units; carrying out evaluations; serving as a focal point for standardization of administrative procedures. At the top of the list of needs is, and for years has been, finding ways of improving the financial situation of the members.

Two major factors have led to increased awareness of the need for exceptional capability in a Chief Executive Officer:

- First, for a number of years, the functions relating to relations with government, coordination, and staffing have not been effectively carried out. The government grant has been severely cut; coordinating information is of far less value than it should be; and there has been little Secretariat initiative in the provision of member-perceived staff needs.
- Second, donor agencies have, over the last five years, shown interest in working with and through CHAK to carry out activities of value to the health of the people of Kenya. CHAK has been able to respond to and capitalize on that interest, and is now operating several projects of substantial value with donor support.

Balance "Core" Activities and Projects. The situation has arisen in which the "core" activities, not done as effectively in the past as they should have been, have fallen grossly out of balance. Yet there is continued great value for carrying out and extending projects to the benefit of the people of Kenya. One task of the Executive Director is to assure that (i) "core" activities as defined in this report are carried out with excellence and (ii) to assure that projects are carried out and extended with excellence and cost-effectiveness, for the benefit of the health of the people of Kenya. *Balancing "core" activities with projects, at the present time, means urgently improving the performance of "core" activities as the highest priority, but retaining forward motion on projects as a steady priority.*

Government Grant. The Executive Director must see, pragmatically, as the highest priority of all, the capacity of the Secretariat to retain and increase the flow of resources to the units via the government grant...and more generally, through a wide spectrum of government resource flows. Considering the pictorial representation of financial flows (section 2.3), the grant is still the largest factor in terms of unit needs and perceptions...and rightly so. The Executive Director must have the personality and persistence to assure that the grant remains and increases. In administering the distribution of the grant, the Executive Director is

responsible for assuring its distribution according to policies as set by the Executive Committee (eg, the Grant Distribution Formula). It is also the task of the Executive Director to become familiar with circulars from government and the government gazette on health and other matters, and to keep members promptly and appropriately informed.

Building CHAK Influence. CHAK's ability to influence government decisions, and the decisions of other major institutions, is, as evidenced in connection with the grant, woefully less than it should be given the magnitude of health work done by members of the Association. We have noted elsewhere the lack of influential Christian lay leaders in business and government serving CHAK in a voluntary role, and fostering the ability of CHAK to appropriately influence the decisions of others nationally and even internationally. It is a priority function of the Executive Director, advising and receiving counsel from the Chairman and Executive Committee, to steadily build this capacity. It is a specific task of the Executive Director to spend substantial time and energy towards this goal, and to specifically work with the ExCo and Chairman to build an effective Advisory Council. We note that as leaders are found, their counsel and advice can be sought in seeking other leaders to serve as volunteers.

Lead the Management Team. The primary relationship between Executive Director and senior staff is as leader of and colleague to other members of a Management Team. The Executive Director has the responsibility to lead a group of leaders. Each will have strong and valuable views. The Executive Director should be able to take counsel, as well as give it. He should be able to give credit more than take it for himself. He should be able to take the blame rather than to pass it on to others. He should be able to respect the quality of ideas more than the level of position, particularly his own. He should be able to overcome likes and dislikes and focus on quality of performance of subordinates. He should be able to delegate, letting senior staff run their own programs, yet exercise leadership and guidance by the way he himself performs. The Executive Director should have a high level of initiative himself, and appreciate and encourage initiative in others. The ED has the final say, but should only have to exercise that say explicitly with great rarity. *One of the first and continuing high-priority tasks of the ED is the formation and nurture of the Management Team.*

Leading Other Staff. Though this function is largely delegated to other management-level staff, except for those directly responsible to him, he must be accessible to all staff. Much of this function is also delegated specifically to the Finance/Administration Manager, but he must also be accessible to all staff. He must assure that the Association demonstrates care for staff in policies and procedures; that it requires staff to work conscientiously and diligently; that the organization, through leadership and policy, draws on the gifts and strengths of people, and that by its policies and controls, minimizes the impact of the tendency of each of us to fall to temptation to abuse use of time, money, vehicles, and other resources. And the most important way he does this is by demonstrating the highest integrity himself. It is the task of the ED to assure that all staff understand the purposes of the Association, and how their job works to help fulfil those purposes.

Administration. The maintenance of resources necessary to enable all staff to function effectively, from the most menial to the most expensive and sophisticated, is virtually fully delegated. All are important. Making sure that all staff have functioning "tools" (whatever that may mean for each staff) is another critical function of administration, for which the Executive Director is ultimately accountable, and will always be held accountable by all staff at all levels. The Executive Director must, therefore, work closely with the Administrator to assure that administrative functions are carried out in a timely fashion and are otherwise truly enabling of all staff at all times.

Management Information. The Executive Director must lead the decision-making process at the Secretariat. This implies that the Management Team must be able to discern (i) what are right activities, appropriate to the purposes, meeting member-perceived needs, and beneficial; and (ii) whether activities can be carried out with appropriate cost-effectiveness. This implies that one of the tasks of the Executive Director is assuring steady movement towards increasingly useful management information. For example, we have elsewhere recommended multiple budget and income/expenditure statements. An illustration would be the analysis of expenditures into "core" and non-"core" analysis columns. The Executive Director, with the help of the Management Team and outside counsel, must work towards discerning the most meaningful ways to understand the costs the Association incurs, the money flows, and the groupings and categories of those costs and money flows...and the most meaningful ways of articulating and quantifying results. We have noted the value in analysis into "core" and non-"core." We have also carried out analysis into "transport, personnel and other." Consolidated statements with analysis into individual projects is also recommended. It is a task of the Executive Director, with the help of the MT, and particularly the Finance/Admin Manager, to discover other useful, meaningful analyses. It is noted that, for most of the analyses, approximation is very appropriate, and the actual calculations are quite easy, literally taking only a few minutes. The most difficult and most important task is discovering what analysis will yield *understanding*.

The Aim of Management Information: Understanding. All this is to the end of enabling the Management Team (and, ultimately, the ExCo and AGM) to understand what CHAK Secretariat is doing, can do, and should do. It is the Executive Director's responsibility to assure steadily increasing understanding, quantitatively and qualitatively, of what CHAK is doing, can do and should do.

Computers. We caution that quality of information is far more important than quantity, and that the judgement of competent, experienced people is likely to be more valuable than quantitative analysis. This should be a guide to any future use of systems capable of producing large quantities of information.

Further, there are high capital and sustained costs associated with computers. These costs tend to get "locked in," because the dependency that is generated is not necessarily related to their value.

RECOMMENDATION: We recommend that any movement to "computerization" take into account the exceptionally high costs and risks involved, and the rapid dependency generated.

We have attached a recent CORAT newsletter in which we discuss some of the cautions necessary in applying computers. In particular, if and as CHAK moves towards increasing use of computers, both at the Secretariat and in the units, it must carefully ascertain (i) what the true and realistic level of overhead costs are in connection with using computers and (ii) how those overhead costs can be sustained after (a) the funding for the "project" which initiates their use ceases and (b) after the Secretariat (or unit) has become dependent upon them. Wrestling with this issue is likely to be a significant, specific task of the Executive Director and the Management Team over the next few years. Without very large resources in staff and money, and guaranteed virtually indefinitely, it is very dangerous for small organizations to become dependent on computers for anything other than spreadsheets and wordprocessing.

Management Information to the Units. It is the responsibility of the Executive Director to assure excellence in the collection of data from the units, in its analysis and prompt feedback of that data to the units; and to constantly seek to improve the quality of the information fed back to units. It is worth noting that all the specific suggestions are *management information...* information which will help units to manage themselves better: Data on unit performance, both financially and medically; fee scales; salary structures; etc.

Other "Core" Tasks. The Executive Director must assure regular contact between members and Secretariat senior staff. He must get to know the units well. *Visitation* is an important activity for all senior staff, and a prerequisite to understanding unit needs and appropriate other "core" and project activities.

Annual Conference. The annual conference, held at the time of the AGM, represents a major opportunity for carrying out many core functions, and it is the responsibility of the Executive Director to assure its excellence and careful planning. This year, there is to be an extra AGM, in connection with the changed fiscal year.

RECOMMENDATION: *We recommend that another conference be held at the planned September AGM, and donor funding be sought for this. It represents a significant moment for building the institutional capacity of CHAK.*

Seminars, etc. As a "core" activity, it is the responsibility of the Executive Director and the Management Team to assure that appropriate seminars, workshops and other courses are held. Of particular note is the need for regular meetings between administrators for sharing. Similarly, other categories of unit staff would benefit from similar workshops.

Responsiveness to Member Requests. The relationship between the Secretariat and the units must be governed by *responsiveness* to unit requests and needs. The Executive Director must assure that the Secretariat is and is perceived to be an entity that "follows through" on member requests. As of early 1988, the members perceived their common needs as follows:

CAPITAL

Finance
Staff housing
Vehicles
Subsidized staff
Doctors

STAFFING

Qualified staff, particularly KRN
Recruitment of staff
Christian staff

TRAINING

Training for unqualified staff
Training in general, including scholarships
Training for administrative staff
Training for chaplains

INFORMATION

Far better general information (statistics,
fee structures, salary scales, etc)
Information on government policies
Newsletter (useful, not just words!)

MANAGEMENT ASSISTANCE

Advisory services (planning, evaluation,
hospital management information)
Proposal writing assistance

EQUIPMENT AND SUPPLIES

LIAISON

Better liaison with government
Liaison with church bodies

Equipment (including
arranging sharing)
Expedited drug supply

Projects. The Executive Director should, with the Management Team, work to develop projects that are either of direct benefit to members, or are worth carrying out on behalf of members. Further, that a significant fraction of projects directly and substantially benefit members. As an agency that has become expert in project management, it should offer project management services to members, and actual proposal development services for members. [It is noted that this is a category of activities which could grow very rapidly, necessitating increased project development staff.]

Units and Projects. CHAK should protect its members from becoming too "project-oriented." The Secretariat staff should include a substantial number of competent project-oriented people. On the other hand, the gifts and skills of staff of units are in actual health services delivery. Except for actual field project management, CHAK Secretariat should endeavor more to *provide* project development services rather than to teach staff of member units to do project development. This simply makes their job more complex and, for the most part, draws them away from what they do best: health service delivery. Even at the level of field project management, CHAK should work hard to make the field manager's management job easier. Often, for example, a CBHC project manager is a KRN with skills and interests far more oriented towards health than, say, collecting and reporting meaningful information about the project. CHAK should develop methods which make the work of project management increasingly easy and less complex, yet of increasing value, so that such managers can concentrate energies on what they do best. (See, also, section 2.1.4.)

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5.1.2 Qualifications of Executive Director

In examining what sort of person could effectively tackle such a job as detailed above, it becomes clear that the primary qualifications must include:

- Mature Christian faith.
- Demonstrated executive competence. Candidates should have substantial management experience.
- Capacity for leading others of high capability, especially in creative thought. A post-graduate degree or its equivalent should be considered mandatory.
- Integrity. Initiative. Decisiveness. Ability to delegate. Ability to work with and lead a Management Team. Persistence.
- Experience in relating to many organizations so that he/she will be able to competently and quickly develop excellent relations to the units and to government, donors, etc.
- Experience in project management and/or project development at some time would be an asset.
- Experience in health-related agencies.

5.1.3 Recruitment of Executive Director

We have noted in section 3 that a Search Committee be established as a subcommittee of the ExCo; that the first task of that committee be to seek an Executive Director for the Secretariat; and that there be significant co-opted representation on that committee of Christian laymen who are respected professionals. We suggest the following as a basis for deciding the composition of the Search Committee:

- The Chairman and other members of the ExCo.
- One or two representatives of the Secretariat.
- One or two respected lay Christian professionals, one of whom could be considered a "technical expert" in seeking an Executive Director (eg, an experienced executive with wide contacts).
- One member of the present CHAK evaluation team.

We make the latter suggestion since at least four members of that team have now given very substantial thought to desirable qualities of an Executive Director for CHAK, and the ExCo may wish to take advantage of the knowledge so gained.

Steps in Recruitment. The following steps are recommended for the recruitment process:

- Step 1 - Executive Committee establish Search Committee.
- Step 2 - Place newspaper ads based on above criteria. Solicit candidates by personal contact.
- Step 3 - Two members of the Search Committee (including one of the co-opted members) review all applications and prepare a list of "possibles."
- Step 4 - The Search Committee have, at its first full meeting, the following agenda: (i) review the list of "possibles" and select a shortlist of the five apparent best for interview; (ii) prepare a final checklist of questions for interviewing candidates; (iii) prepare with a Bible study. [*We suggest using biblical passages where leaders are chosen, such as Exodus 18:21, 22; 1 Timothy 3:1-7; and Nehemiah 4:6, and that the Chairman lead the study.*]
- Step 5 - Search Committee interview the candidates and rank candidates. Reflect on the rankings, and...
- Step 6 - Check references and negotiate with best candidate.

Appendix C is offered as a draft checklist for interviewing candidates.

5.2 Management Team Members

As one reflects on the structure, and realizes the extent to which senior management must work as a team, and then reflects on the job descriptions, it becomes clear that each job description will have a major common element: "As a member of the Management Team, it is the responsibility of (the particular officer) to"

This section details those responsibilities. It is the responsibility of members of the Management Team (MT) to deliberate together:

- to assess and articulate priorities for the direction of Secretariat activities in light of the purposes and objectives of the organization (with which he/she should be familiar).
- to develop appropriate strategy for carrying out core activities: coordination; liaison; meeting member-perceived priorities.
- to develop appropriate strategy for projects, especially those directed to "core" activities.
- to allocate important core activities amongst the various MT members in accordance with particular gifts and skills of members. Mem-

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bers of the MT are expected to be responsive to carrying core responsibilities. Members are expected to:

Be a living Christian witness to the fact that the Lord has chosen you to serve Him through work with CHAK Secretariat, and honored you with a place on the Management Team. To demonstrate in your work your understanding that you are working for the Lord Jesus Christ.

Visit member hospitals and other units to assess needs, pass on communications, hear requests. To be willing to spend substantial time in the field doing this.

Assist in developing, planning and carrying out workshops and seminars.

Assist units in meeting their needs with particular requests for assistance.

Develop CHAK Secretariat formats for gathering data, and assisting with gathering and interpreting that information. Assisting units to make the task of providing the information easier.

As priorities are developed, to become a persuasive proponent of those priorities.

Through collegial cooperation, to enable other MT members to fulfil their responsibilities more effectively.

Make your particular gifts and skills available to other MT members as they need them.

Regularly pray for each member of the MT, and especially the Executive Director.

Review member unit activities, advising and encouraging as appropriate.

Foster good relationships amongst units.

Assist members in the implementation, management, control and reporting of projects.

Be willing to spend substantial time in the field working with members.

Each MT member has considerable gifts and skills, and the principle of allocation of particular tasks dependent upon those gifts, skills and interests makes detailed job descriptions both (i) less necessary and (ii) less important. Each team member will often find himself or herself responsible for oversight of one or more projects and their staff, or even responsible for a task

which one might normally think to be the duty of another. Normally, those projects would be managed directly by a Project Officer.

Final Accountability. The Executive Director is fully accountable for decisions of the MT, and therefore has final say. As a team leader, he should, in principle, never...or only with extreme rarity...have to explicitly exercise that final say, and then with regret. Members of the MT are accountable to the Executive Director, and through him, to the ExCo.

Multiple Accountability. The CHAK Management Team is composed of leaders with interlocking and overlapping responsibilities. One of the implications of this is that staff at MT member level and below will be accountable to various MT members. Though each person (eg, Project Officer, Accountant, etc) will have one MT member through which he or she is accountable, he or she will be accountable to other MT members for specific functional areas.

For example, consider a project with a Project Officer under the Sr. Projects Officer. If that project involves nursing, the Project Officer is accountable to the Nursing Coordinator for assuring that he/she gets appropriate advice on those nursing aspects, keeping the Nursing Coordinator appropriately informed, etc.

An excellent source for discussion of the need for multiple accountability is High Output Management, by Andrew Grove. It is available in Nairobi at several bookstores.

5.3 Medical Coordinator

The existing job description for the Medical Coordinator is basically sound. In retrospect, it is clear that it really contains both the jobs of the Medical Coordinator and that of the Project Development Coordinator. It is no wonder that the job of Medical Coordinator has yet to truly be defined.

Need for Definition. Just what the full range of tasks for the Medical Coordinator should be will be given greater definition when time can be given to it. Visitation of units to assess and prioritize medical needs; make recommendations to the Management Team and Project Development Coordinator; develop means of enabling better staffing of the units; develop means of enabling better medical management at units; coordinate and enable sharing as part of Management Team; etc. After taking the time to ascertain the full scope and potential of the job, the Medical Coordinator may also have oversight of one or more specific projects, each of which would have a Project Officer.

The Medical Coordinator is responsible for assuring that health priorities are thought through by CHAK members and the MT; for assuring that appropriate actions are taken; for taking the initiative in suggesting appropriate alternative actions, with due regard for a balance of attention to promotive, preventive and curative care.

Since most hospital CEOs are medical professionals, he has responsibility for assuring appropriate assistance to these CEOs in developing their management capabilities.

5.4 Nurse Coordinator

The Nurse Coordinator is a member of the MT and responsible as per 5.2 above, with particular reference to activities which involve nursing and nurses. The Nurse Coordinator has the responsibility to both initiate counsel and give it on request to all CHAK officers as appropriate, keeping the appropriate MT members informed.

The Nurse Coordinator is responsible for assuring that appropriate data collection, analysis and feedback involving information of value to nursing is carried out within CHAK Secretariat. Generally, this is likely to mean advice, requests and discussion with those on the MT who have been allocated responsibility for the actual collection, collation, analysis and feedback process.

5.5 Project Development Coordinator

As per other coordinators, the Project Development Coordinator (PDC) is a member of the MT. He has primary responsibility for the production of all project proposals. He has the responsibility for assuring the development of realistic and meaningful analyses of effectiveness of projects, including, with the cooperation of the Finance and Administration Manager as well as the rest of the MT, the cost-effectiveness of all projects. In close collaboration with the Executive Director, he is responsible for coordinating relationships with donors. He is responsible for coordinating assistance to units in enabling their projects. He is responsible for assuring timely reports to donors, with the cooperation of all MT members.

For example, Project Officers would normally write reports for their projects, have them reviewed by the overseeing MT member. The PDC would offer advice, counsel, and direct assistance dependent on the gifts and skills of Project Officer and MT member. MT members would, in any case, keep the PDC informed and assist him in assuring good records and information on projects.

The PDC is responsible for assuring development of health project formulation amongst CHAK members, and for assisting them in funding, implementation, management, evaluation and reporting, with due regard for the need to enable member gifts and skills to be used to the fullest, and that those gifts and skills may not be in the area of project management.

In project design and proposal development involving MT members, he should assure that there are sufficient project staff to retain at least a third of MT member time for "core" activities.

5.6 Finance and Administration Manager

In addition to being an MT member, the Finance and Administration Manager (F/A) is responsible for assuring the development of

appropriate administrative policies. in collaboration with the Executive Director and MT. We note that a guiding principle is the development of alternatives; for example, in pension schemes or hospitalization schemes.

The F/A is responsible for management of all funds: receipt, control, investment, and administration for the benefit of the Association. He is accountable to the Executive Director and ExCo.

He is responsible for all financial and administrative records, and for keeping all MT members and Project Officers informed on the status of appropriate project expenditures vs budgets on a monthly basis.

He will have the primary responsibility for developing multiple analyses of financial information (budgets, income/expenditure statements); for carrying out cost-effectiveness analyses; for developing policies which assure the honest as well as wise use (in collaboration with members of the MT) of funds. He must, therefore, be a person of unimpeachable integrity.

He is responsible for management of subordinate staff such as drivers, cleaners, copy-typists, receptionists and all those not assigned specifically to other senior staff. He must assure that all subordinate staff are familiar with the purposes and objectives of the Association, and how their job works to fulfil those purposes. As manager of subordinate staff, he must be able to manage people well, and have a personality able to get along well with others at all levels.

Within the MT, he has primary responsibility for assuring that appropriate training for administrative managers in the units is thought through and acted upon; and for the development of appropriate standard administrative procedures and policies.

5.7 Senior Projects Officer

The post of Senior Projects Officer is for one of equivalent capability to coordinators, managing multiple projects, and of sufficient breadth to be needed for the Management Team. He is, as the others, expected to be able to devote substantial time to "core" activities. His primary task would be to manage multiple projects, or projects large enough to warrant very senior oversight. It is quite possible, if and as CHAK project work grows, that there may be more than one Senior Projects Officer.

6.0 IMPLEMENTATION

As and to the extent that the recommendations in this report are adopted, we recommend the following as elements of effective implementation of the recommendations.

6.1 Executive Committee

We recommend that the Executive Committee take the following steps:

- 1) Establish the *Search Committee* to recruit an Executive Director for the Association.
- 2) Implement a subcommittee to recommend appropriate changes in the *Constitution*.
- 3) Establish appropriate subcommittees, and reconstitute the Finance and General Purposes Committee with appropriate co-options. Among subcommittees could be an (i) Establishment Committee and a (ii) Nominations Committee. It may be important to constitute this committee early, as a task force to *nominate co-options to the ExCo* and its subcommittees, and well as to establish an *Advisory Council*. (It seems likely that after a year or so, the Search Committee should merge into this Nominations Committee as a permanent subcommittee.)
- 4) It may be valuable to consider authorizing extension of the present evaluation into an implementation stage.

6.2 The Present Secretariat Staff

Funding to Build CHAK's Institutional Capacity. We recommend that the present Acting General Secretary and Medical Coordinator seek funding from an appropriate donor for this implementation, with particular reference to the following functions which are critical to building the institutional capacity of CHAK. This can be developed as a project.

- Wide dissemination and teaching of the purposes of CHAK and its roles and functions, and current position; and, as found appropriate, the findings and recommendations of this evaluation. A particularly important point at which to do that would be at the September AGM/conference. As what amounts to an extra AGM and conference, due to the change in CHAK's fiscal year, and thus a financial burden at an awkward financial time, donor funding of the September AGM/conference is a highly appropriate contribution towards building institutional capacity. It may be appropriate to also arrange smaller meetings at other times, such as with hospital administrators, for the same purpose; and on an even more individual basis, meetings with hospital and other unit CEDs. The widest possible understanding of CHAK, its present role and its potential, is of utmost importance to its future capacity.
- Similarly, the subcommittee meetings over the next one or two years and those of the Advisory Council are appropriate and exceptionally important meetings which will represent a substantial financial burden if done well. To help assure that they are done well, they

represent other highly appropriate functions for donor funding.

Funding of Project Officers. The AgGS and Medical Coordinator should begin immediate negotiation with FPPS and AVSC to make provision for Project Officers to free time for the Nurse Coordinator and Senior Projects Officer for "core" activities. They should, further, begin dialogue with these two funding sources to move towards funding of overheads which will result in greater financial stability and increased potential for the long-term survival of CHAK.

Funding of Finance and Administration Manager. For the short term, the AgGS and Medical Coordinator should seek funding from any appropriate donors for financing the Finance and Administration Manager post. *This should include exploring the possibility of including this cost in renegotiated contracts with FPPS, AVSC and other present projects.* For the long term, they should begin revision of future project budgets for more appropriate coverage of this overhead cost. We note that the evaluation team considers the filling of this post of priority second to that of Executive Director.

Funding Other Overheads. Although the Executive Director could be covered within the government grant, it is an important precedent to establish that a part of the cost of the ED is a project overhead, and recognized as such. We suggest that a third of the total cost of the ED be included as a part of an institutional-capacity-building project. Dialogue on the question of the need to build reserves, and the acknowledgement of CHAK's inability to make actual local contributions, should begin immediately. Solutions should be sought which (i) do not place a strain on CHAK's integrity and (ii) contribute to long-term stability by moving towards spreading the cost amongst donors and (iii) spreading it in a way that reflects the difference in contribution to overhead costs between types of donors (eg, international church vs international secular donor agencies). At least one "core" vehicle should be sought.

We further suggest that the AgGS and Medical Coordinator reflect on other aspects of short-term institutional-capacity-building that may have been overlooked, and include them when seeking funding:

RECOMMENDATION: *We recommend that CHAK seek to fund a project to Build CHAK's Institutional Capacity as a major contributor to the provision of appropriate health services. We recommend that funding be sought as outlined above.*

Extension of Evaluation. It may be appropriate for the AgGS and Medical Coordinator to seek funding to extend the present evaluation into an implementation phase, and perhaps into a phase of continuing cooperation and evaluation.

6.3 The Future Management Team

Other actions for the future development of CHAK Secretariat, including many of the recommendations of this evaluation, are properly the function of the future Executive Director and Management Team. We do recommend that they think through possible projects which could be understood as further extension of CHAK's capacity as a valid type of project.

All of the evaluation team wishes the Management Team and new Chief Executive Officer well as they build CHAK Secretariat. May the Grace of the Lord be with them...mightily.

APPENDIX A:
ADMINISTRATIVE POLICIES

At the time of the evaluation, there were draft guidelines and draft policies on salaries, terms of service, and travel. We have made extensive suggestions in connection with these. There were no formal cash management, budgetary control or purchasing policies, and we have given some recommendations in connection with these. Good vehicle use policies exist, but according to our interviews, management of their implementation needs to be strengthened. On major items, we conclude that changes be delayed until a Finance/Administration Manager is recruited and in place. The groundwork for establishing comparisons between specific alternatives, however, can be done by present administrative staff.

From a *Christian perspective*, policies have a twofold basis: First, To demonstrate love: to care for people and to recognize their worth. Second, to recognize their sinfulness. Thus, policies must tend to *enable* (to care, and recognize that people are worth enough for Christ to die for them) and *control* (recognize our sinfulness and act to minimize temptation). Many management principles recognize man's worth (eg, developing meaningful, guiding purposes and objectives, placement of people in jobs where they can do what they enjoy and do best, etc). Many administrative policies are directed more to protection against temptation. Cash control, imprests, vehicle controls, time clocks and time sheets all recognize the need to put limits on temptation. Some, such as pensions, medical benefits, flexibility in compensation methods demonstrate care as well.

A.1 Salary Scales

There is nothing of greater value than developing one's scales on the basis of comparing those of other, similar organizations. However, the (i) tendency of organizations to rightly treat this information as strictly confidential, (ii) the variety of meanings of "basic salary," (iii) what the true value of other benefits really are, and (iv) not knowing "the right questions" to ask in trying to understand others' salary scales can make this a nearly hopeless exercise. We hope that our past experience in helping organizations develop salary scales will be of value.

In addition to the difficulty in discerning meaning from what others tell you about their scales, there are a number of less-often-recognized issues which, if thought through, can make the development of salary scales significantly easier:

- *Relationship between job grade and education*
- *Value of the work of past commissions*
- *Salary levels for the lowest grades*
- *Increments for long-service employees*

Relationship Between Job Grades and Educational Level. Not widely recognized is the close, implicit relationship between government job grade and (nominal) educational level, which an examination of the requirements for various jobs and the job grade level for those jobs reveals. Understanding the correlation helps greatly in making judgements about appropriate salaries for given jobs. The relationship is as follows:

Civil Service Job Grade	Nominal Educatl Level	Other Quali- ficatns
A	Nil	
B	CPE	
C	Form II	
D	"G" levels	
E	"D"+1 year	
F	"A"levels	
G	Diploma	
H	Graduate	
J	Registered	(or Masters Degree)
K	Registered	Experience

The relationship tends to break down beyond job group K. We suggest the following:

L	Registered	Responsibility
M	Registered	Substantl Respsnblty
N	Registered	Breadth of Experience
P	Registered	Exceptional Breadth

Educational level must be considered as nominal, especially when considering experienced, competent people. The relationship is much tighter at grades H and below.

Not too surprisingly, in terms of typical qualifications for various jobs, CHAK job grades are quite comparable, with A=1, etc to L=11. [In terms of actual current salaries, we did find an unexpectedly wide range of actual salary as compared to educational level for those with "O" levels.] In private organizations, especially those concerned about the ratio between salaries at the top and bottom levels, it should be considered normal to find only 12 or 13 grades. Thirteen grades are appropriate for CHAK for the time being. This should be reviewed in three years to see if job groups 11 through 13 should be made into four levels instead of three. We do not consider it likely that a change will be needed, but it is worth review.

Work of the Ramtu and Waruhiu Commissions. Although private organizations, Christian or not, cannot compete if their salary scales are not significantly higher than government, these two past commissions put in a lot of good, hard, sound thought into developing the scales and benefit provisions they recommended. The relationships between grades, salary levels and benefits developed by them must be used as a basis for reflection. We do this when assisting others develop their salary scales, as an important preliminary. In using government scales, however, it is helpful to estimate real value of housing to compare against housing allowance, and to add in a value for pension at 25%. A picture approximating the following emerges as a helpful basis for comparison:

NOM- INAL EDUC	OTHER QUAL	BASIC	VALUE HSG	PNSN @25%	TOTAL
			KShs	KShs	KShs
A	NIL	695	500	174	1369
B	CPE	815	500	204	1519
C	II	990	800	248	2038
D	IV	1190	1000	298	2488
E	IV+1	1560	1200	390	3150
F	IV+2	1880	1400	470	3750
G	DIFL	2490	1600	623	4713
H	GRAD	3230	1800	808	5838
J	REG	3890	2000	973	6863
K	REG Exprnc	4700	2500	1175	8375
L	REG Rspnsbl	5680	4000	1420	11100
M	REG More	7120	4500	1780	13400
N	REG Breadth	7950	5000	1988	14938

Recognizing the need for transport to improve the capability of senior staff and the need to be significantly above government scales at the basic salary level gives a meaningful comparison.

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Salaries at the Lowest Grades. All of us, as Christians or as concerned human beings, are convicted when we consider the ratio between the top and bottom salary scales. CHAK, we note, in terms of current salaries, does better than most; our recommendations do not, in fact, improve that ratio. The unfortunate fact of life is that if you pay, in any grade, too much higher than the commercial employment market rate, you endanger people's chances for future employment and set inappropriate expectations. After 10 or 15 years of increments, serious problems may emerge. CHAK already pays, in terms of salary plus benefits, significantly more than most other organizations. Our recommendation is, basically, at the lowest level, a marginal increment in pay, but a reimbursement for actual cost of transport to work up to KShs 300 for job grades 1 to 5.

Increments for Long-Service Employees. Government scales simply cease after about 20 years, and are silent on increments after that time. Most organizations tend to shut their eyes and continue increments. But that really isn't adequate for there will be a tendency to find excuses to get rid of that person (encourage retirement, find excuses to sack)...because the young person who could be hired to do the job costs half as much. Yet to stop increments after a certain maximum makes an equally uncomfortable statement. We have several times recommended for consideration the possibility that after 15 or 20 years in a given post, the increment for a person be halved. We can only offer it for consideration, not as a decisive recommendation, because we haven't seen it put to use for long enough to discern its value, nor do we at CORAT know what we will, in fact, do after our longest-serving, low-grade employee has been here for fifteen years. No-one that we know of has a truly satisfactory solution.

[If this were to be adopted as a policy, we note that it may raise a question in rare cases. A higher-grade employee may be offered employment at, say, grade 10, with entry as at 12 years because of experience elsewhere. In three years time, his pay would be that of someone in grade 10 with 15 years of experience. If a policy of reduced increments after 15 years in a grade had been adopted, it would not result in a reduction for this individual, since he would only have been in the grade for three years.]

Comparison With Others. We have compared CHAK proposed and actual current scales with others, but (i) the information from the others is confidential, and (ii) requires interpretation based on experienced judgement. For example, how would you determine the equivalent 1988 starting salary for a given grade knowing only the current salary of a person who has been in that grade for four years and may or may not have received merit increments? Even if we were free to fully share, it would be difficult to make the comparison meaningful with precision. It boils down to judgement. We have made the comparison, taken all the above issues into consideration, and provided the ExCo, on a confidential basis, with benchmark recommendations for their consideration.

Suggested Job Categories and Typical Jobs. We suggest the following CHAK job grade structure, and typical jobs for those grades:

This is a very cumbersome process, and we recommend substantial change. First, that requisitions under KShs 10,000 need only be authorized by the head of department. The process would then become, for expenditures less than KShs 10,000:

- Project officer fills out requisition
- Head of department approves
- Accounts clerk checks against budget (as delegated by Accountant) or passes to Accountant.-Accounts clerk prepares LPO.
- When goods received, payment approved by head of department, checked by accounts clerk acting as stores controller.
- Accounts clerk prepares cheque
- Accountant double checks, sends for signing

For larger amounts, the approval of the Chief Executive Officer or, in his absence, his designate, would be required. Otherwise the process should be the same, though the Accountant, rather than an accounts clerk, should do all checking. There should be a designate from the Management Team.

Signature Control Policy. We understand the concern of the ExCo for excellence in cash control. And we believe that the signature control can be (i) streamlined and (ii) remain excellent. The key policy should be that the General Secretary or his designate be one of the signatories on any given cheque and someone outside be the other. This allows the flexibility of having several senior staff to be signatories, and provide the control that an outside signatory brings. It is possible, of course, that two senior staff signatories could collude to defraud (ie, with two staff signatures), but it is extremely unlikely, and for such a violation of policy to happen more than once seems nearly impossible...about as unlikely as collusion with a volunteer signatory.

Other Outside Signatories. Further, it is noted that we have recommended that the Treasurer be a co-opted volunteer accessible to the Secretariat. The number of volunteer signatories should be expanded, and include more in the vicinity of Nairobi. We are aware that CHAK was considering including someone from Kikuyu. We recommend that non-member volunteers, such as the Treasurer, and perhaps others, be considered for acceptance as signatories. It does seem, in the light of the difficulties that frequently arise in finding signatories, that the Vice Treasurer should also be a co-opted volunteer. If the idea of an Advisory Council is accepted, one or two members of that body might also be signatories.

Petty Cash. Petty cash control appears adequate now. There is a KShs 6,000 float, and reconciliation is monthly. Authorization is by head of department. Projects are billed monthly for petty cash expenditures. There is a limit of KShs 200 for single expenditures. If necessary, in the opinion of the Management Team, this could be raised somewhat.

Goods Received Reconciliation. Assurance that goods have been received in good order is the responsibility of the person making the requisition, but an accounts staff other than the cashier should be assigned responsibility of confirming receipt of goods as ordered, and their proper storage or disposition. Goods

received and issued should be reconciled by accounts staff against use. Those receiving issues should account for use.

Budgetary Control. Trial balances are sent monthly to project officers and heads of departments. The major weakness is the lack of consolidated audit. However, there is no reason why consolidated trial balances cannot be carried out as a management information tool, and we recommend that this be done.

Planning Control. While not strictly administrative policy, CHAK Secretariat should institute a five-year planning process as soon as feasible after the installation of a new Chief Executive.

Control of Vehicle Use. The mechanisms for control are in place: "work tickets" for government-subsidized vehicles and log sheets (with the same information) for CHAK vehicles. The car allocated to the General Secretary should also be similarly controlled. Not to do so signals an inappropriate message to all staff.

Reconciliation of Vehicle Cost and Use. Accounts staff should regularly determine the running costs of vehicles, and should particularly monitor petrol use per km as an assist to assuring stewardship of money in respect of vehicle use. This should be done regularly for each vehicle.

Use of Time. There are two aspects to the control of the use of time: time clocks, now in use; and time sheets, thought about but not instituted. Consider the second of these first.

Time Sheets. Ten years ago, CORAT was advised to introduce time sheets, and they have proven very valuable. Their function is to require more senior staff, not just the Management Team, to control their time. It could productively be used to the level of senior secretaries. We have spoken with the Accountant in connection with a draft time sheet format, and it appears well done. The introduction of time sheets is a threatening experience, even for those who are aware of their personal value to themselves. Like most such change, after a few months it becomes a natural, useful tool and is recognized as such. We believe their introduction is worthwhile.

Time Clocks. Broadly, there should be a distinction between those who should "punch in" and those who needn't. We conclude that (i) those who need not punch in should be those senior enough to control their time through time sheets. Those same people are considered to also be professional enough to be available for working odd hours without overtime pay (though time off would be expected to balance significant stretches of overtime). On the other side, those who punch in would be expected to need clear definition of overtime conditions before being required or invited to do overtime work (see section A.3 above). While we would suggest that the policy be that one either punches in or fills in a time sheet, we do not have direct experience with such an arrangement. It may be that the eventual best policy is one where some in the middle-level staff (eg, secretaries) are professional enough not to be required to punch in, but for whom time sheets are not productive enough to warrant their use.

APPENDIX B:

JOB DESCRIPTIONS OF SENIOR STAFF

These job descriptions should be considered a part of an ongoing *process* of development of appropriate job descriptions for all CHAK staff. This is particularly true since most of these jobs will not receive true definition until the posts are filled. The most important "rewrite" of a given job description should take place a year after the post has been filled.

MANAGEMENT TEAM MEMBER

The members of the Management Team are the Executive Director, the Medical and Nurse Coordinators, the Projects Development Officer and Senior Projects Officers. It may include others who demonstrate sufficient technical competence so as to make their inclusion valuable to the work of CHAK Secretariat.

PURPOSE

During the mid-1980s CHAK Secretariat has grown at a very fast rate, in terms of quantity and competence and variety of staff; and in terms of quantity and variety of types of tasks. It has developed into a Secretariat capable of developing and carrying out projects effectively, but it has not worked to meet member unit needs as effectively as it should. This means that a redress of priorities is needed towards specifically meeting member needs.

In terms of projects or in terms of meeting needs of member units, the tasks are of such breadth that they encompass skills more than can be expected of one person. Each project demands medical experience, nursing experience, project management skills, and project development skills. In meeting member unit needs, a literally unforeseeable range of skills is needed: finance; cost-effectiveness analysis; patient flow evaluation; stores management; architecture; finance; needs assessment; project management and development assistance; etc.

To effectively meet member needs through coordination, liaison, being responsive to member needs, projects to meet member needs and/or projects on behalf of members but directed more towards national priorities will require cooperation of a number of high-caliber people working together as colleagues, with interlocking responsibilities and tasks. This leads to the need for the concept of being a *member of a Management Team* having common responsibilities and tasks.

RESPONSIBILITIES

As a member of the Management Team, you are expected to be responsible for and responsive to the need to carry out the following tasks:

- to assess and articulate priorities for the direction of Secretariat activities in light of the purposes and objectives of the organization (with which he/she should be familiar).
- to develop appropriate strategy for carrying out core activities: coordination; liaison; meeting members' felt priorities.
- to develop appropriate strategy for projects; especially those directed to "core" activities.

- to allocate important core activities amongst the various MT members in accordance with particular gifts and skills of members. Members of the MT are expected to be responsive to carrying core responsibilities. Members are expected to:

Be a living Christian witness to the fact that the Lord has chosen you to serve Him through work with CHAK Secretariat, and honored you with a place on the Management Team. To demonstrate in your work, your understanding that you are working for the Lord Jesus Christ.

Understand that they are officers of a Secretariat that is servant to the members, and at all times to act on that understanding.

Visit member hospitals and other units to assess needs, pass on communications, hear requests. To be willing to spend substantial time in the field doing this.

Assist in developing, planning and carrying out workshops and seminars.

Assist units in meeting their needs with particular requests for assistance.

Develop CHAK Secretariat formats for gathering data, and assisting with gathering and interpreting that information. Assisting units to make the task of providing the information easier.

As priorities are developed, to become persuasive proponents of those priorities.

Through collegial cooperation, to enable other MT members to fulfil their responsibilities more effectively.

Make your particular gifts and skills available to other MT members as they need them.

Regularly pray for each member of the MT, and especially the Executive Director.

Review member unit activities, advising and encouraging as appropriate.

Foster good relationships amongst units.

Assist members in the implementation, management, control and reporting of projects.

Be willing to spend substantial time in the field working with members.

Each MT member has considerable gifts and skills, and the principle of allocation of particular tasks dependent upon those gifts, skills and interests makes detailed job descriptions both (i) less necessary and (ii) less important. Each team member will often find himself or herself responsible for oversight of one or more projects and their staff, or even responsible for a task which one might normally think to be the duty of another. The MT member is expected to be responsive to such situations.

Final Accountability. The Executive Director is fully accountable for decisions of the MT, and therefore has final say. As a team leader, he will never...or only with extreme rarity...have to explicitly exercise that final say, and then with regret. Members of the MT are accountable to the Executive Director, and through him, to the ExCo.

Multiple Accountability. The CHAK Management Team is composed of leaders with interlocking and overlapping responsibilities. One of the implications of this is that staff at MT member level and below will be accountable to various MT members. Though each person (eg, project officer, accountant, etc) will have one MT member through which he or she is accountable, he or she will be accountable to other MT members for specific functional areas; for example, to the Nurse Coordinator in aspects of work involving nursing.

RELATIONSHIPS

The MT member is expected to liaise as needed with other MT members individually. Typically, this is expected to be one or more times weekly.

The MT will meet regularly as a group at least once per month.

Each member of the MT is accountable to the Executive Committee through the Executive Director.

REVIEW

The Executive Director and Establishment Committee shall annually review performance of each MT member against job description. Together with the MT member, the job description will be modified.

Each MT member shall, similarly, carry out an annual review of the performance of each staff for whom he is accountable, and develop each of their job descriptions.

EXECUTIVE DIRECTOR

PURPOSE

During the mid-1980s CHAK Secretariat has grown at a very fast rate, in terms of quantity and competence and variety of staff; and in terms of quantity and variety of types of financial flows. This growth has led to the job of the Chief Executive Officer being considerably more complex and demanding than previously; ie,

To lead a Management Team, themselves leaders, in fulfilling the purposes of CHAK: to foster a spirit of Christian love and service in the service of members; to develop the highest level of promotive, preventive and curative care. To assure that this is done through (i) coordination of members; (ii) liaison with government, particularly in connection with the government grant; (iii) meeting common member needs as they perceive them; and (iv) through other activities beneficial to the health of the people of Kenya.

The essential difference between the Executive Director and other members of the MT is his acceptance of overall responsibility. He is expected to give credit for success to those who work on those successful activities, and to accept responsibility for activities or initiatives which are not successful.

RESPONSIBILITIES

To nurture the Management Team, and to serve as a member of it.

To maintain the integrity and efficiency of the Christian Health Association of Kenya as the body uniting the Christian health care and training facilities of its members. To serve members in appropriate ways to meet their needs, and thereby to deliver health services and to witness to Jesus Christ.

At all times to remember and act upon the understanding that CHAK Secretariat is a servant of the Association...the collective group that is its membership.

To assure the continuous movement of the Secretariat towards meeting member-perceived needs: for finance, coordination, staff, training, equipment, and other needs which are identified; to assure continuing identification and articulation of those needs.

To assure that the Management Team establishes strategies which will both meet member needs for effective and stable operation of their own units, and enable them to move forward to more effective strategies in meeting...and defining...national health priorities.

To assure the pursuit of all possible sources of finance for members, especially the government grant, but also to seek other sources.

To assure assistance to members in liaison with government and other agencies.

To serve as General Secretary to the Association and ExCo. To assure timely dispatch of minutes, agenda, etc. To assure that CHAK Secretariat staff, and particularly himself, truly serve ExCo and the members as staff to the ExCo.

To assure the administration of CHAK Secretariat and its staff to best possible effect, using the portion of the government grant as allocated, and such other resources as may be available. He shall account for same to the ExCo.

To acquaint himself with all policies and circulars from government and assure that members and staff are informed appropriately. To maintain a close watch on the GOK Gazette for relevant notices.

To nurture and develop the Advisory Council. In close collaboration with the Chairman, to make use of the wisdom of the members of the Council to build CHAK influence.

To assure the development of strategic planning of CHAK Secretariat in meeting Association objectives.

To assure the development of excellence in coordination amongst members: through information, through sharing, through learning from each other.

To assure prompt preparation, analysis and dissemination of statistical and other information which will be of value to members. To work towards collection, analysis and dissemination of information of maximum usefulness to the members.

To assure effective planning of the AGM and annual conference.

To assure that appropriate seminars and workshops are held for CHAK members, with particular reference to expressed needs, such as for administrators, chaplains, etc.

To assure that members are given assistance in project formulation, development, implementation and continuing management.

To assure appropriate contact with government agencies, donors, other NGOs. To assure continuing improvement of such relationships.

To assure close collaboration with KCS; to attend the joint KCS/CHAK Projects Committee.

To assure appropriate representation on government technical and other committees.

To assure appropriate liaison between Secretariat and donors and between members and donors, to facilitate their support of CHAK members.

To assure annual performance reviews of all staff, and appropriate modification of job descriptions.

To negotiate with donors, in collaboration with other MT members, and to be responsible for all contracts with them.

RELATIONSHIPS

As indicated in the job description of an MT member, the Executive Director is accountable to the Executive Committee.

REVIEW

The Establishment Committee will annually review performance of the Executive Director in relation to each of the above responsibilities, and modify them as appropriate.

QUALIFICATIONS

Mature Christian. Integrity. Initiative. Substantial demonstrated management competence and experience. Experience in team membership and team leadership. Post-graduate degree or equivalent. Experience in relating to many organizations. Experience in project management and/or development. Experience with or in health-related agencies.

FINANCE AND ADMINISTRATION MANAGER

PURPOSE

During the mid-1980s CHAK Secretariat has grown at a very fast rate, in terms of quantity and competence and variety of staff; and in terms of quantity and variety of types of financial flows. This growth has led to the need for a manager of the administrative and financial functions within CHAK. Further, there is great need for administrative and financial advice and counsel within CHAK member units. All of these needs have led to the creation of the post of Finance and Administration Manager:

to assure effective and efficient management of CHAK Secretariat financial, material and human resources; to assure the development of increasingly effective and efficient systems for administration, accounting, and internal control; to assure the timely availability and increasing usefulness of information for planning, implementation, control and evaluation of CHAK activities.

MAIN RESPONSIBILITIES

To serve as a member of the Management Team.

To advise the Executive Director and MT on financial and administrative matters.

To supervise and enable all staff not assigned directly to others (eg, subordinate staff); review and update personnel procedures and information; to develop increasingly useful personnel information systems.

To review the adequacy of financial management information systems: accounting systems; multiple analyses [including analysis into (i) "core" activities directly aimed at meeting member-perceived needs and (ii) non-"core" activities]; Secretariat cost-effectiveness; etc.

To assure the development of increasingly useful information for member units on the financial and administrative status of the members; eg, data on member income/expenditure; patient data; member cost-effectiveness measures; fee scales; salary scales; trends of data of the Association (members); etc.

To regularly review internal control systems, to assure that these systems detect errors and fraud or other abuse of resources of money, equipment, vehicles, or time, so that they enable all staff to function at their best, free from temptation.

To assure the growth of understanding of the team members, and especially the Executive Director, of the financial and administrative position of the Secretariat and the member units, and to assure increasingly useful and meaningful financial and administrative information.

To assure the preparation of financial and administrative reports to meet obligations of CHAK to government agencies, donors, etc.

To assure that projects and "core" activities are monitored on a monthly basis in terms of financial performance against approved budgets, and that appropriate and timely action is taken and that appropriate MT members and other staff are informed.

To be responsible for managing all accounting and administrative staff.

To assure appropriate supervision of all accounting, banking and expenditure control systems; the maintenance of all books of accounts, purchasing and supplies; stores and inventories; and other such control and information systems as may be needed for effective administration and financial management.

RELATIONSHIPS

In addition to relationships as a MT member, the Finance and Administration Manager is responsible for assuring, in close collaboration with the Executive Director and other MT members, appropriate contact with other agencies, especially as they pertain to member or Secretariat financial or administrative matters; agencies such as the Ministry of Health; Ministry of Finance; Immigration; Customs; NHIF; NCFD; Kenya Catholic Secretariat; other NGOs; and other agencies as deemed appropriate.

QUALIFICATIONS

Mature Christian faith. Demonstrated integrity. Minimum of three years in a similar capacity. Demonstrated capability for managing others, and getting along with people at all levels. CPA III.

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MEDICAL COORDINATOR

PURPOSE

During the mid-1980s CHAK Secretariat has grown at a very fast rate, in terms of quantity and competence and variety of staff; and in terms of quantity and variety of types of financial flows. During that time, the Medical Coordinator provided the leadership role of the Management Team, and the functions of a Project Development Coordinator. As a result, the tasks of Medical Coordinator need to be given definition through active development by the person in the post.

There is the clear need to assure that medical needs of members (for staff, equipment, etc) are assessed and met; for the development of medical management of members; for assistance to members in setting priorities consistent with their capacities and responsibilities to meet national health priorities. To articulate and verify appropriate priorities consistent with members' felt priorities.

RESPONSIBILITIES

To be a member of the Management Team.

To spend at least one-third time on "core" activities (coordination; liaison; and working to meet member-perceived needs).

To assess, articulate and quantify, in close collaboration with and being guided by members, their needs from a medical perspective; needs such as staffing, equipment and training.

In close collaboration with the Executive Director, to approach agencies which may assist with resources to meet member needs; to develop and expand relationships with such agencies; to link such agencies with members in ways which will help to meet their needs. In particular, to assist with staffing, finance for staffing, equipment and finance for equipment.

To recall at all times that the Medical Coordinator is an officer of a Secretariat that is servant to the members.

To assure excellence in the collection and analysis and interpretation of medical data collected by the Secretariat for feedback to members. To assure the relevance and value of such information to the members.

To accept functional responsibility for assuring good medical practice in the content of all projects. To work with the Project Officers, to do this, in close collaboration with the MT member responsible.

To assure that the Management Team establishes strategies which will meet member needs for effective and stable operation of medical services of their own units.

To foster good relationships among the units, particularly amongst medical staff.

To assess and assure appropriate continuing medical education for medical staff of the units, with particular reference to senior medical staff and non-nursing staff. To collaborate appropriately with the Nurse Coordinator.

To accept oversight of one or more projects (each with a Project Officer); to be especially ready to oversee projects which are directed to activities directly related to medical coordination; for example, continuing education for, say, clinical officers.

To assure appropriate medical representation, by himself, CHAK members or otherwise, on technical committees of government, international or other bodies.

To advise the Executive Director, Executive Committee and Management Team on medical concerns as appropriate.

RELATIONSHIPS

In addition to relationships as a MT member, the Medical Coordinator is responsible for assuring, in close collaboration with the Executive Director and other MT members, appropriate contact with other agencies, especially as they pertain to member or medical matters; agencies such as the Ministry of Health; Kenya Catholic Secretariat; other NGOs; and other agencies as deemed appropriate.

QUALIFICATIONS

Mature Christian faith. Demonstrated integrity. Medical doctor. Experience in church-related health service delivery.

NURSE COORDINATOR

PURPOSE

During the mid-1980s CHAK Secretariat has grown at a very fast rate, in terms of quantity and competence and variety of staff; and in terms of quantity and variety of types of financial flows. During that time, the Nurse Coordinator has had to devote full time to project management. Thus, the tasks appropriate to the Nurse Coordinator need to be given fuller definition through active development by the person in the post.

There is the clear need to assure that nursing staff needs of members (for the staff themselves and for their continuing education) are assessed and met; for the development of nursing management by members; for assistance to members in setting priorities consistent with their capacities and responsibilities to meet national health priorities. To articulate and verify appropriate priorities. To enable members to have appropriately trained staff to meet their own needs and to be staffed to meet national health priorities.

RESPONSIBILITIES

To be a member of the Management Team.

To spend at least one-third time on "core" activities (coordination; liaison; and working to meet member-perceived needs).

To assess, articulate and quantify, in close collaboration with and being guided by members, their nursing staff needs, both for actual staff and for training.

In close collaboration with the Executive Director and Medical Coordinator, to approach agencies which may assist with resources to meet member nursing staff needs; to develop and expand relationships with such agencies; to link such agencies with members in ways which will help to meet these needs.

To assure excellence in the collection and analysis and interpretation of data related to nursing activities collected by the Secretariat for feedback to members. To assure the relevance and value of such information to the members. To seek to steadily improve the value of such information.

To assure that the Management Team establishes strategies which will meet member nursing staff and nursing staff training needs for effective and stable operation of their own units

To foster good relationships among the units, particularly amongst nursing staff.

To assess and assure appropriate continuing education for nursing staff of the units. To collaborate appropriately with the Medical Coordinator.

To accept oversight of one or more projects (each with a Project Officer); to be especially ready to oversee projects which are directed to activities directly related to nursing. For example, projects which involve significant leadership by community nurses.

To assure appropriate medical representation, by herself, CHAK members or otherwise, on technical committees of government, international or other bodies.

To advise the Executive Director, Executive Committee and Management Team on medical concerns as appropriate.

To accept functional responsibility for assuring good nursing practice in the content of all projects. To work with the Project Officers to do this, in close collaboration with the MT member responsible.

RELATIONSHIPS

In addition to relationships as a MT member, the Medical Coordinator is responsible for assuring, in close collaboration with the Executive Director and other MT members, appropriate contact with other agencies, especially as they pertain to member or Medical matters; agencies such as the Ministry of Health; Kenya Catholic Secretariat; other NGOs; and other agencies as deemed appropriate.

QUALIFICATIONS

Mature Christian faith. Demonstrated integrity. Registered nurse with extensive experience. Post-graduate degree or equivalent is desirable. Experience in church-related health service delivery.

PROJECT DEVELOPMENT COORDINATOR

PURPOSE

During the mid-1980s CHAK Secretariat has grown at a very fast rate, in terms of quantity and competence and variety of staff; and in terms of quantity and variety of types of financial flows. During that time, the Medical Coordinator, because of clear practical priorities, performed the functions of a Project Development Coordinator. There is now a need to free the post of Medical Coordinator to carry out that function, and to establish the post of Project Development Coordinator.

There is the clear need to assure that projects are formulated, developed and articulated in the form of proposals, in ways that are (i) acceptable to donors, which (ii) are responsive to the felt priorities of members and which (iii) represent forward movement towards meeting national health priorities.

Past projects have tended to a direct focus on meeting national priorities rather than on meeting health priorities through strengthening members by meeting their often desperate needs, who will then be in better position to shift their own focus to national health priorities. Thus, to the maximum extent possible, projects should be those which meet member needs. Other projects which meet national health priorities are still potentially appropriate, but with a five-year goal of having total project activity directly meeting members' felt priorities.

RESPONSIBILITIES

To be a member of the Management Team.

To spend at least one-third time on "core" activities (coordination; liaison; and working to meet member-perceived needs).

To formulate and develop, in close collaboration with MT members, Association members, and donor agencies, appropriate projects which are of benefit to the members, and thus to the people of Kenya.

As the units are strengthened (through projects and normal "core" activity), to formulate projects which are appropriate to their capabilities and consistent with national health priorities for members to carry out.

To assure that Association members who are carrying out projects receive ample assistance in project development, funding, implementation and management.

To develop and write proposals for consideration of the Management Team and ExCo which will meet the aforesaid objectives.

To assist the MT members in developing simple and cost-effective measures of project performance and evaluation.

To assist and advise other MT members in project oversight, including the writing of reports if needed, and in monitoring to assure compliance with project requirements.

As an ongoing process, to develop the art of cost-effective project evaluation, and to build this into project proposals.

To seek funding for projects, and work with donors to develop these to fruition as projects consistent with aforesaid objectives.

In close collaboration with the Executive Director, to conduct all negotiations with donors.

To advise other MT members on project management and formulation. It is likely that the job of project development will demand such time as to preclude actual oversight of multiple projects. In any case, it will be the responsibility of the Executive Director, who will actually sign contracts.

To assure excellence in carrying out appropriate analyses of the relative effectiveness of various approaches to health service delivery, including cost-effectiveness analyses (in collaboration with the Finance/Admin Manager). To carry out such analyses in order to understand, and enable members to understand, the most effective ways in which they can respond to the health care needs of the people of Kenya, so as to design increasingly useful projects.

To assure that the Management Team establishes project strategies which will both meet member needs for effective and stable operation of their own units and enable them to move forward to more effective strategies in meeting...and defining...national health priorities.

RELATIONSHIPS

In addition to relationships as a MT member, the Project Development Coordinator is responsible for assuring, in close collaboration with the Executive Director and other MT members, appropriate contact with donor agencies, both church-related and other.

QUALIFICATIONS

Mature Christian faith. Demonstrated integrity. Post-graduate degree desirable. Extensive project development and proposal development experience. Experience in church-related health service delivery.

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SENIOR PROJECTS OFFICER

PURPOSE

During the mid-1980s CHAK Secretariat has grown at a very fast rate, in terms of quantity and competence and variety of staff; and in terms of quantity and variety of types of financial flows. During that time, growth was almost exclusively in the form of projects. The scale of present projects, and the growth of individual projects or groups of projects may call for more senior project management staff to manage such larger projects or groups of projects. The post is intended to require someone of equivalent capability and responsibility as, say, a coordinator. The difference is that the responsibility exists because of the size and/or number of projects.

If and as CHAK Secretariat projects grow, there will be the need for management of significant numbers of Project Officers. Some of this can be done by the Medical and Nurse Coordinator, but at least one other senior projects officer is needed whose sole responsibility is Management Team level oversight of a number of projects, or a large, multi-faceted project.

RESPONSIBILITIES

To be a member of the Management Team.

To spend at least one-third time on "core" activities (coordination; liaison; and working to meet member-perceived needs).

To assure excellence in implementation and management of the projects for which he has oversight.

To assist in formulation and development, in close collaboration with MT members, Association members, and Project Development Coordinator, appropriate projects which are of benefit to the members, and thus to the people of Kenya.

As the units are strengthened (through projects and normal "core" activity), to work with the Project Development Coordinator to formulate projects which are appropriate to their capabilities and consistent with national health priorities for members to carry out.

To work with Association members who are carrying out projects, and assist them in project development, implementation and management.

To assist in the development and writing of proposals for consideration of the Management Team and ExCo, particularly those which represent lateral or longitudinal extension of the projects for which he is now accountable.

To assist the MT members in developing simple and cost-effective measures of project performance and evaluation.

To assist and advise other MT members in project oversight, including the writing of reports.

As an ongoing process, to develop the art of cost-effective project evaluation, and to build this into project proposals.

To assist the Management Team in establishing project strategies which will both meet member needs for effective and stable operation of their own units and enable them to move forward to more effective strategies in meeting...and defining...national health priorities.

RELATIONSHIPS

As a member of the Management Team.

QUALIFICATIONS

Mature Christian faith. Demonstrated integrity. Post-graduate degree desirable. Extensive project management experience.

APPENDIX C:

DRAFT CHECKLIST FOR INTERVIEWS WITH
EXECUTIVE DIRECTOR CANDIDATES

The following list is a starting point for modification by the Search Committee. Final choice of candidate should be based on reflection on rankings, and not simply the highest total.

NAME OF INTERVIEWEE: _____

1. Mature Christian Faith

Volunteer and leadership experience in church
Current membership? Member of Bible study group?
What kind of family devotions?
Are children active Christian youth?
Ability/willingness to assure appropriate devotions at CHAK

Rank: 0 1 2 3 4 5
This category is decisive.

2. Management Experience

Management Team leadership experience
Administrative experience
Organizational strategy development experience
What, as an executive, was his/her greatest accomplishment? Why?

Rank: 0 1 2 3 4 5
This category has a weight of 5.

3. Integrity

If I had a son (daughter), would I want him (her) to work for this person?
What is his/her approach to the use of alcohol?

Rank: 0 1 2 3 4 5
This category is decisive.

4. Planning Capabilities

Program development/design
Training program development/design
Ability to think strategically
Conceptual Ability

Rank: 0 1 2 3 4 5
This category has a weight of 4.

5. Personality

Initiative
Decisiveness
Persistence

Rank: 0 1 2 3 4 5
This category has a weight of 4.

6. Health-Connected Experience

Hospital?
Government?
Project?
Other?

Rank: 0 1 2 3 4 5
This category has a rank of 2.

7. Relating to More than One Organization

Has he/she had inter-agency experience?
What kind of work with agencies outside of workplace?

Rank: 0 1 2 3 4 5
This category has a rank of 3.

8. Leadership

Ability to communicate
Ability to accept suggestions
Able to give credit for success and accept it for failure
Able to delegate effectively

Rank: 0 1 2 3 4 5
This category has a rank of 4.

SUMMARY:

QUESTIONS 1 AND 3: FULLY ACCEPTABLE?

QUESTION	RANK TIMES WEIGHT	INTERVIEWER'S COMMENTS:
2	--	
4	--	
5	--	
6	--	
7	--	
TOTAL:	----	
