



**REPUBLIC OF KENYA**

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*Scheme of Service  
for  
Efficiency Monitoring Officers*

**September, 2005**

**ISSUED BY THE PERMANENT SECRETARY/DIRECTOR OF PERSONNEL MANAGEMENT  
OFFICE OF THE PRESIDENT  
NAIROBI**



## **SCHEME OF SERVICE FOR EFFICIENCY MONITORING OFFICERS**

### **1. AIMS AND OBJECTIVES**

- (i) To provide for a well-defined career structure, which will attract, motivate and facilitate retention of suitably qualified and competent Efficiency Monitoring Officers in the Civil Service.
- (ii) To provide for well-defined job descriptions and specifications with clear delineation of duties and responsibilities at all levels within the career structure to enable Efficiency Monitoring Officers understand the requirements and demands of their job.
- (iii) To establish standards for recruitment, training and advancement within the career structure on the basis of qualifications, competence, merit and ability as reflected in work performance and results.
- (iv) To ensure appropriate career planning and succession management.

### **2. ADMINISTRATION AND TRAINING SCOPE OF THE SCHEME**

#### **(a) Responsibility for Administration**

The Scheme of Service will be administered by the Permanent Secretary/ Secretary to the Cabinet and Head of Public Service in conjunction with the Public Service Commission and in consultation with the Permanent Secretary/Director of Personnel Management. In administering the Scheme, the Permanent Secretary/Secretary to the Cabinet and Head of Public Service will ensure that the provisions of the Scheme are strictly observed for fair and equitable treatment of officers and that the officers are confirmed in appointment on successful completion of the probation period.

#### **(b) Training Scope**

In administering the Scheme, the Permanent Secretary/Secretary to the Cabinet and Head of Public Service will ensure that appropriate training opportunities and facilities are provided to assist serving officers acquire the necessary additional qualifications/specialization and experience required for both efficient performance of their duties and advancement within the Scheme of Service. Officers should also be encouraged to undertake training privately for self development. However, in all matters of training, the Permanent Secretary/ Secretary to the Cabinet and Head of Public Service will consult with the Permanent Secretary/Director of Personnel Management.

### **3. EFFICIENCY MONITORING FUNCTION**

The Efficiency Monitoring Function entails continuous monitoring and analysing the implementation of Government policies, programmes and projects with a view to advising the Government on problems being encountered in their implementation and recommending remedial measures; reviewing existing management systems,

procedures and practices of public sector organizations with a view to improving their effectiveness and efficiency; studying implemented projects and drawing practical experiences for future use in planning and designing of similar projects; assessing sustainability of completed development projects; monitoring working environment in the public sector and the conditions of public offices with a view to making appropriate recommendations for improvement.

#### **4. GRADING STRUCTURE AND SCOPE**

##### **(a) Grading Structure**

The Scheme of Service establishes six (6) grades of Efficiency Monitoring Officers who will be designated and graded as follows:-

<b>Designation</b>	<b>Job Group</b>
Efficiency Monitoring Officer	‘M’
Senior Efficiency Monitoring Officer	‘N’
Assistant Director of Efficiency Monitoring	‘P’
Deputy Director of Efficiency Monitoring	‘Q’
Senior Deputy Director of Efficiency Monitoring	‘R’
Director of Efficiency Monitoring	‘S’

*Note: Officers performing Efficiency Monitoring duties, prior to and including the implementation date of this Scheme of Service will adopt the Designation Titles corresponding to their Job Groups as at that time.*

##### **(a) Serving Officers**

Serving officers will adopt as appropriate to the new grading structure and designations as provided in the Scheme of Service though they may not be in possession of the requisite minimum qualifications and/or experience prescribed in the Scheme of Service. However, for advancement to higher grades, officers must be in possession of the prescribed minimum qualifications and experience required for appointment to the grade.

#### **5. PROVISION OF POSTS**

A Scheme of Service does not constitute authority for creation of post(s). Any additional post(s) required under the new grading structure must be included in the Departmental establishment proposals for consideration and approval by the Permanent Secretary/Director of Personnel Management.

#### **6. ENTRY INTO THE SCHEME OF SERVICE**

##### **(a) Direct Appointment**

There will be no direct appointment to this cadre. Officers will be recruited from within the Public Service. However, in exceptional circumstances, direct appointment may be made by the Public Service Commission on the recommendation of the

Permanent Secretary, Secretary to the Cabinet and Head of Public Service and in consultation with the Permanent Secretary/Director of Personnel Management, provided the candidate is in possession of the minimum qualification and/or experience required for appointment to the grade.

**(b) Incremental Credit(s)**

Incremental credit(s) for approved experience acquired after obtaining the prescribed minimum qualifications for the grade may be awarded at the rate of one(l) increment for each completed year of approved experience provided that the maximum of the scale is not exceeded. In awarding incremental credit(s), any period of service or experience stipulated as a basic requirement for appointment to a particular grade will be excluded.

**7. ADVANCEMENT WITHIN THE SCHEME OF SERVICE**

The Scheme of Service sets out the minimum qualifications and/or experience required for advancement from one grade to another. It is emphasized, however, that these are the minimum requirements entitling an officer to be considered for appointment to the next grade. In addition, advancement from one grade to another will depend on:-

- (i) existence of a vacancy within the authorized establishment;
- (ii) merit and ability as reflected in work performance and results; and
- (iii) the approval of the Public Service Commission.

**8. RECOGNIZED QUALIFICATIONS**

The following are the recognized qualifications for the purpose of this Scheme of Service: -

- (i) Bachelors Degree in any of the following fields: Economics, Accounting, Business Administration, Finance, Computer Science, Human Resource Management/Development, Building/Land Economics, Law, Commerce, Engineering or in any other equivalent qualification from a recognized institution.
- (ii) Certified Public Accountants Part III CPA (K) certificate or its equivalent qualification from a recognized Institution.
- (iii) Masters degree in any of the following fields: Economics, Accounting, Business Administration, Management, Finance, Computer Science, Human Resource Management/Development, Valuation, Construction Management, Engineering, Supplies Management, Law or any other equivalent qualification from a recognized Institution.
- (iv) A management course lasting for not less than four (4) weeks from a recognized Institution.

- (v) Such other qualification(s) as may be approved by the Permanent Secretary/Director of Personnel Management.

## **9. IMPLEMENTATION OF THE SCHEME**

This Scheme will become operational with effect from 1<sup>st</sup> September, 2005. On implementation, all serving officers will automatically become members of the Scheme.

## **10. JOB AND APPOINTMENT SPECIFICATIONS**

### **I. EFFICIENCY MONITORING OFFICER, JOB GROUP 'M'**

#### **(a) Duties and Responsibilities**

Duties and responsibilities will include: - monitoring implementation of Government policies, programmes and projects being undertaken in the Public Sector and evaluating their effectiveness; and monitoring working environment in the public sector and the conditions of Government offices with a view to making appropriate recommendations for improvement. In addition, the officer will be expected to prepare briefs and reports on their findings.

#### **(b) Requirements for Appointment**

For appointment to this grade, an officer must have: -

- (i) served in the grades of Economist I/Statistician I, Senior Internal Auditor, Senior Accountant, Civil/Structural/Mechanical/Electrical Engineer, Quantity Surveyor, Valuer II, Senior Procurement Officer, Senior Systems Analyst/Programmer or in a comparable and relevant position for a minimum period of three (3) years;
  - (ii) a Bachelors Degree in any of the following fields: Economics, Accounting, Business Administration, Finance, Computer Science, Human Resource Management/Development, Building/Land Economics, Law, Commerce, Engineering or their equivalent qualification from a recognized Institution;
- or
- (iii) Certified Public Accountants Part III CPA (K) Certificate or its equivalent qualification from a recognized Institution; and
  - (iv) demonstrated initiative and professional competence in the relevant field.

## **II. SENIOR EFFICIENCY MONITORING OFFICER, JOB GROUP ‘N’**

### **(a) Duties and Responsibilities**

An officer at this level will be expected to head a team of Efficiency Monitoring Officers in undertaking monitoring assignments. Specific duties will include: - analysing Government policies, programmes, projects and evaluating their effectiveness; reviewing existing management systems, procedures and practices in the public sector organizations; studying implemented projects and drawing practical experiences for future use in planning and designing of similar projects; and assessing sustainability of completed development projects. In addition, the officer will prepare briefs and reports.

### **(b) Requirements for appointment**

For appointment to this grade, an officer must have: -

- (i) served in the grade of Efficiency Monitoring Officer or in a comparable and relevant position for a minimum period of three (3) years; and
- (ii) knowledge and experience in efficiency monitoring work.

## **III. ASSISTANT DIRECTOR OF EFFICIENCY MONITORING, JOB GROUP ‘P’**

### **(a) Duties and Responsibilities**

An officer at this level will supervise teams of Efficiency Monitoring Officers in undertaking analyses of Government policies, programmes and projects. Specifically, the officer will be required to review existing management systems, procedures and practices of public sector organizations and studying of implemented projects and undertaking complex efficiency monitoring assignments. In addition, the officer will coordinate preparation of briefs and reports.

### **(b) Requirements for Appointment**

For appointment to this grade, an officer must have:-

- (i) served in the grade of Senior Efficiency Monitoring Officer or in a comparable and relevant position for a minimum period of three (3) years;
- (ii) Masters degree in any of the following fields: Economics, Accounting, Business Administration, Management, Finance, Computer Science, Human Resource Management/Development, Valuation, Construction Management, Engineering, Supplies Management, Law or any other relevant qualification from a recognized Institution;
- (iii) attended a management course lasting for not less than four (4) weeks from recognised Institution; and

- (v) demonstrated professional and technical competence in undertaking efficiency monitoring work.

#### **IV. DEPUTY DIRECTOR OF EFFICIENCY MONITORING, JOB GROUP ‘Q’**

##### **(a) Duties and Responsibilities**

An officer at this level will head one of the sections in the Efficiency Monitoring Unit. Duties and responsibilities will include overseeing complex efficiency monitoring assignments; and being responsible for the efficient organization, co-ordination, control and supervision of the section’s operations. In addition, the officer will ensure that the reports prepared are timely and of high quality.

##### **(b) Requirements for appointment**

For appointment to this grade, an officer must have: -

- (i) served in the grade of Assistant Director of Efficiency of Monitoring or in a comparable and relevant position for a minimum period of three (3) years;
- (ii) a Masters degree in any of the following fields: Economics, Accounting, Business Administration, Management, Finance, Computer Science, Human Resource Management/Development Valuation, Construction Management, Engineering, Supplies Management, Law or any relevant qualification from a recognized Institution;
- (iii) attended a management course lasting for not less than four (4) weeks from recognised Institution; and
- (iv) demonstrated professional and managerial competence in undertaking efficiency monitoring work.

#### **V. SENIOR DEPUTY DIRECTOR OF EFFICIENCY MONITORING, JOB GROUP ‘R’**

##### **(a) Duties and Responsibilities**

Senior Deputy Director of Efficiency Monitoring will head one of the Divisions within the Efficiency Monitoring Unit. The officer will be required to provide professional guidance on day-to-day operations of the division and articulate government objectives, policies and strategies. In addition, the officer will supervise and ensure development of staff within the Division and assist the Director of Efficiency Monitoring in managing the affairs of the Unit.

##### **(b) Requirements for appointment**

For appointment to this grade, an officer must have: -



- (i) served in the grade of Deputy Director of Efficiency Monitoring or in a comparable and relevant position for a minimum period of three (3) years;
- (ii) a Masters degree in any of the following fields: Economics, Accounting, Business Administration, Management, Finance, Computer Science, Human Resource Management/Development, Valuation, Construction Management, Engineering, Supplies Management, Law or any other relevant qualification from a recognized Institution;
- (iii) attended a management course lasting for not less than four (4) weeks from a recognised Institution; and
- (iv) demonstrated outstanding professional and managerial competence undertaking efficiency monitoring work.

## **VI. DIRECTOR OF EFFICIENCY MONITORING, JOB GROUP ‘S’**

### **(a) Duties and Responsibilities**

The Director will be responsible to the Permanent Secretary/ Secretary to the Cabinet and Head of Public Service for the overall management of the Efficient Monitoring Unit. Specific duties and responsibilities will include: - promoting management accountability in the Public Service and assessing implementation of Government policies, programmes and projects and proposing appropriate recommendations. In addition, the officer will coordinate human resource planning and development in the Unit.

### **(b) Requirements for appointment**

For appointment to his grade, an officer must have: -

- (i) served in the grade of Senior Deputy Director of Efficiency Monitoring or in a comparable and relevant position for a minimum period of three (3) years;
- (ii) a Masters degree in any of the following fields: Economics, Accounting, Business Administration, Management, Finance, Computer Science, Human Resource Management/Development, Valuation, Construction Management, Engineering, Supplies Management, Law or any other relevant qualification from a recognized Institution;
- (iii) demonstrated outstanding professional and managerial competence; and
- (iv) a clear understanding of government goals and strategies and be able to integrate them within the overall National development goals.