



AFRICAN NETWORK FOR BASINS ORGANIZATION/RESEAU AFRICAIN DES ORGANISMES DE BASSINS

**STRENGTHENING INSTITUTIONS FOR TRANSBOUNDARY WATER MANAGEMENT IN AFRICA
(SITWA)/ RENFORCEMENT DES INSTITUTIONS DE GESTION DES EAUX TRANSFRONTALIERES EN
AFRIQUE**

Institutional Options Assessment for ANBO Governance Structure and Related Secretariat

Report 4: Detailed Secretariat Structure

January 2016



Contents

1. Context.....	3
1.1 Summary of Secretariat Options.....	3
1.2 Kinshasa recommendations.....	4
2. Experiences from other organisations.....	4
3. Secretariat Structure.....	5
3.1 Role of Partners.....	6
3.2 Functions of the Secretariat.....	7
3.3 Proposed Staff Composition.....	11
3.4 Cost Structure.....	12
4. Job descriptions.....	14
4.1 Executive Secretary.....	14
4.2 Programme Officer.....	15
4.3 Finance and Human Resources Officer.....	17
4.4 Administrative Secretary.....	19



1. Context

This report is a continuation of the governance assessment of ANBO, specifically the assessment of potential institutional options for the ANBO Secretariat. In Report 2 of this assignment, recommendations for the reform of ANBO's overall governance structure and the revision of the ANBO statutes were made. These recommendations have been presented to a meeting of ANBO stakeholders¹ where they were unanimously accepted. Part of these recommendations related to a strengthening of the ANBO Secretariat, both in terms of organisational status and processes as well as in human capacity.

Subsequently Report 3 presented a range of possible staffing options for the Secretariat, with a purpose of the meeting selecting one or two options for further, more detailed development. Section 1.1 of this report provides a brief recap of the Secretariat options, followed by the recommendations made (on the options) by the Kinshasa meeting. Following an overview of experiences from other organisations, a detailed description of the proposed Secretariat structure is provided in Section 3 of this report.

1.1 Summary of Secretariat Options

In report 3, a total of five Secretariat options were presented, namely

1. The Status Quo option
2. The Core Functionality option
3. The Enhanced Core Functionality option
4. The Technical Functionality option, and
5. The Enhanced Technical Functionality option

These options are points on a continuum of organisational development. There is a gradual progression from option 1 through option 5 in the organisational size of the ANBO Secretariat. While option 1 essentially represents the current status quo, it is felt that option 2 and 3 could be established in a relatively short period of time with option 4 and 5 requiring a somewhat longer development period. With each option the Secretariat staffing increases, thereby increasing the size of the programme that ANBO can implement on its own, but also increasing the running costs of the Secretariat.

¹ Kinshasa, 28-30 September 2015



1.2 Kinshasa recommendations

The potential Secretariat options were extensively discussed by the ANBO stakeholder meeting. The meeting concluded that Option 1 is not desirable as it would not represent any strengthening of ANBO while Options 4 and 5 do not seem financially feasible in the near or mid-term future.

The meeting therefore selected Options 2 and 3 (or a hybrid between these options) for further detailed development. The meeting further made important recommendations for the detailed development of these options, namely:

1. Given the funding limitations that ANBO is likely to experience, it was recommended to explore options of how ANBO can more effectively draw on partnerships (technical and financial) in order to be able to operate with a limited staff contingent, but nevertheless implement the sizeable work programme that the implementation of the ANBO Strategy and Action Plan would require.
2. Closely related to this it was also recommended that in the job descriptions for the Secretariat staff, emphasis should be placed on more generalist skills coupled with strong programme/ project management skills, rather than narrowly defined technical skills in specific fields.
3. It was further recommended to assess the Secretariat structure and staff composition of other, similar networks and to evaluate if lessons can be drawn therefrom.

These recommendations have been considered in the development of the Secretariat options that are presented in this report.

2. Experiences from other organisations

In determining the structure and functioning of the ANBO Secretariat, lessons can possibly be drawn from other organisations. One type of organisation to look at in this regard is the different regional networks of INBO (e.g. NARBO for Asia; RELOC for Latin America; NANBO for North America or MENBO for the Mediterranean). All these networks, like ANBO originally, have been formed as regional networks of INBO and in their mandate and organisational set-up closely follow the structure of INBO. While this has previously been the case also for ANBO, the latter through the 2007 revision of statutes, and even more so through the expected 2016 revision of statutes, has substantially departed from the previous structure in both mandate and organisational set-up. ANBO, through its Strategy and Action Plan has a much clearer focus of activities geared at supported clearly identified beneficiaries (i.e. AMCOW, RECs, and BOs).



More so, with the expected revision of statutes in 2016 and the streamlining of the organisational structure of ANBO (i.e. reduction of and clearer focus in membership; clearer structure of Council and Coordination Bureau membership etc.), the required ANBO Secretariat resembles much more that of a Basin Organisation than of any of the above-mentioned regional networks. One lesson that can be drawn from an analysis of the network structures though is the fact that they all rely on logistical support from a host organisation that essentially provides the Secretariat services. This has been the case for ANBO in the past with OMVS providing such services. Even though the proposed statute amendment will see ANBO (Secretariat) being legally independent, in-kind support in the form of office space etc. can still be provided by a host organisation (and has been offered by OMVS), which will help reduce the costs for the Secretariat.

Otherwise, the functions and hence composition of the required ANBO Secretariat are more comparable of that of advisory BOs (i.e. those BOs that advise their Member States on various aspects of transboundary basin management, but do not execute on the ground basin management activities themselves). Such BOs typically function as knowledge and information exchange platforms, oversee studies and/ or capacity building programmes, develop and establish basin monitoring systems and basin management guidelines – all tasks and functions to be carried out by ANBO for the implementation of the Strategy and Action Plan. For carrying out these tasks, the advisory BOs typically have a moderate staff component consisting of an Executive Secretary who is the overall head of the Secretariat, some finance and HR personnel, general administrative personnel as well as programme staff supporting the Executive Secretary on technical matters. The number of technical programme staff differs between BOs and is determined by basin needs and available finance, but typically ranges between one and five. It is believed that given the similarity in functions and activities a similar staff component will be suitable for ANBO and this has informed the development of the proposed Secretariat option outlined in the following sections.

3. Secretariat Structure

As highlighted in report 3, the (staff) composition of the ANBO Secretariat is determined by primarily two factors, namely the functions of the Secretariat and the available financial resources. The financial resource availability in practice often sets narrow boundary conditions for networks such as ANBO, and in fact often also for the RBOs that make up the ANBO membership themselves. In order for ANBO to maximise its potential within a (realistically to be assumed) moderate financial resource endowment, it will be crucial for the network to establish strong partnerships. The following sections highlight the possible types of partnerships, and,



taking this into account, provide further detail on the proposed structure for the Secretariat as well as estimated costs.

3.1 Role of Partners

In report 2, the relationship between ANBO and partners has been shown and the categories of financial and technical partners (respectively) introduced, recognising also that there are possibly hybrid forms where financial partners provide technical support as well, and vice versa.

The support provided by partners can take a variety of forms. There is for one the direct, logistical and office infrastructure support to the Secretariat. Such support has in the past been provided to ANBO by OMVS and the latter has indicated that it is willing to further provide such support also after the proposed ANBO governance reforms are implemented and the ANBO Secretariat becomes a legally independent entity. Such support, especially the provision of office space without charge, provides a significant in-kind contribution to ANBO and reduces the cost burden on the Secretariat.

Financial support provided by donors/ international cooperation partners, is commonly provided through time-bound projects of between three and five years. Typically the funding regulations of donors do not (or only to a very limited extent) permit direct support to a Secretariat's operating or salary budget. Instead, the financial support is usually provided predominantly for technical programme activities. In this context, technical support staff can be provided by and for the duration of the supported project. Thus, these partnerships will not typically contribute to the financial sustainability of the Secretariat directly. However, by providing technical capacity through projects, they allow the core staff component of the Secretariat to be smaller (while still carrying out a considerable technical programme) and thus indirectly reduce the financial needs for running the Secretariat.

Further, there is the option of ANBO building partnerships with a range of technical partners that provide technical capacity and support to the ANBO programme. This can primarily take two different forms:

- a permanent technical support arrangement where a particular technical partner provides technical support and backstopping on a long-term basis across various components of the ANBO work programme. Potential partners in this regard include the GWP, CapNet and other, regional training and capacity building networks such as for example Waternet.
- technical inputs are sought on a short-term, ad hoc basis as needed. In this regard, a roster of potential technical partners and the type of support they can provide should be developed within the Secretariat.



Hence, the forming of partnerships is crucial for ANBO in delivering on its Strategy and Action Plan and partnership development is a key function to be carried out by the Secretariat staff, but also strongly supported by the other ANBO organs, in particular the ANBO President.

3.2 Functions of the Secretariat

The functions of ANBO overall are executed by the four organs of ANBO collectively. In this regard each organ has some primary responsibilities in carrying out function from the four function types (political, representative, technical, and administrative). However, often, in fact most of the time, more than one organ has some responsibility for executing a specific function. A technical recommendation for example would be prepared by the Secretariat, technical cleared by the Coordination Bureau and finally approved by the Council. The development and management of partnerships would be approved by the Coordination Bureau and Council and in practice managed by the President and the Executive Secretary.

Key for the day-to-day running of ANBO affairs, however, remains the (strengthened) ANBO Secretariat. The table overleaf provides a detailed break-down of ANBO functions and subsets of functions and shows which organs of ANBO are (jointly) responsible for executing that function. Further, the table shows where support from external partners needs to be sought in order to effectively deliver that function. In following the recommendation from the Kinshasa workshop of detailing a Secretariat option forming a hybrid between options 2 and 3 (as presented in report 3) the table is tailored to the staffing levels proposed therein as well as the recommended type of staff positions. Further detailed on the Secretariat staffing levels and estimated costs is provided in the following sections.



		(Other) ANBO organs			Secretariat			Partners
		Council	President	Coordination Bureau	Executive Secretary	Programme Officer	Finance & HR Officer	
Political functions		✓		✓				
	Approval of ANBO Memberships	✓		✓				
	Approval of accounts	✓						
	Approval of work programme and projects	✓		✓				
	Adoption of recommendations	✓		✓				
Representative functions			✓		✓			
	Representing ANBO vis-à-vis AMCOW		✓		✓			
	Representing ANBO in international fora		✓		✓			
	Developing and maintaining partnerships		✓		✓			
Technical functions								
Policy formulation	Preparation of recommendations to AMCOW			✓	✓	✓		
	Dissemination of AMCOW decisions				✓	✓		



Knowledge Management	Collection and collation of information for database (AWIS)					✓		✓
	Development and operation of data, information and knowledge management systems (WIS, DSS etc.)					✓		✓
	Development of data-sharing protocols and guidelines					✓		✓
Communication	Management of public information/ awareness programmes					✓		✓
	Maintenance of website					✓		✓
Capacity building	Development, implementation and oversight of capacity building programmes					✓		✓
	Implementation of outreach programmes					✓		✓
Programme M&E					✓	✓		✓
Resource mobilization	Coordination with International Cooperating Partners and others		✓		✓			
	Project/programme concept	✓	✓	✓	✓	✓		



	development and promotion							
Corporate functions								
Corporate management	Financial management				✓		✓	
	Human resources management				✓		✓	
	Small-scale procurement				✓		✓	
	IT system management							✓ (outsourced to private company/ provider)
	Financial reporting				✓	✓	✓	
Logistical support	Organisation of General Assembly and Coordination Bureau meetings; coordination of representative functions				✓	✓		



3.3 Proposed Staff Composition

In line with the Kinshasa recommendations and informed by the functions overview table above, it is proposed that the Secretariat is composed of three professional staff, supported by one general administrative staff supporting the Secretariat as a whole, i.e. all professional staff members.

Whether or not a driver and cleaning personnel need to be hired, depends on the hosting conditions for the Secretariat, i.e. if the host (presumably OMVS) provides these services free of charge or if they need to be covered from ANBO's own budget. Given that costs for these services are comparatively small compared to the costs for the four full-time staff members, driver and cleaners will not be further discussed in this report.

It is recognised that the IT infrastructure of the Secretariat needs to be maintained and kept updated. As far as the AWIS and possible other databases hosted within ANBO is concerned, it is here assumed that this forms part of the technical work programme of ANBO and is budgeted for in there, i.e. for the time being will be covered through one or more project budgets. The maintenance of the basic IT infrastructure for the general running of the Secretariat will have to be done, but there does not seem to be a sufficient workload to justify a full-time IT person within the Secretariat. It is therefore proposed and assumed here that IT services will be outsourced to an external provider (private company) or, depending on the hosting arrangement, might possibly be provided by OMVS.

The proposed staff complement for the Secretariat is therefore:

Professional staff

- 1 Executive Secretary
- 1 Programme Officer
- 1 Finance & HR Officer

General support staff

- 1 administrative secretary

The Executive Secretary is the head of the Secretariat and responsible for its overall running. As detailed in the revised ANBO statutes he/she is also, with support from the other professional staff, primarily responsible for preparing the annual work programme, budgets and accounts and prepare the meetings of the Coordination Bureau and Council. The Executive Secretary also plays a key role in developing and managing partnerships and reporting to the Coordination Bureau and Council.



The Programme Officer is the key person supporting the Executive Secretary on technical matters related to ANBO's work programme. Given the limited size of the Secretariat, specialised technical personnel (e.g. a specialised communication officer, a specialised capacity building officer etc.) for different function areas cannot be hired. Instead, it needs to be ensured that the programme officer, while having a background in a relevant water management discipline, has strong generalist knowledge and expertise on various aspects related to ANBO's programme. As the role of the Programme Officer will be more that of a technical oversight and programme management expert it is crucial that he/she has strong project management, M&E and reporting skills.

The Finance & HR Officer reports to the Executive Secretary and is responsible for all financial management and human resource management related matters. This includes supporting the preparation of the annual budget. The job description of the Finance & HR Officer may also assign other administrative duties to this position as appropriate and required.

The administrative secretary supports the professional Secretariat staff on all general administrative matters, handles office logistics and logistically prepares staff travel, coordination Bureau and Council meetings and handles all other administrative duties as reasonably assigned.

Detailed job description for the four Secretariat positions are provided in section 4 of this report.

3.4 Cost Structure

Staff salaries are, by some distance, the single biggest cost factor for the Secretariat. As pointed out in report 3, in determining the proposed salary levels, the guiding principle is to offer regionally competitive professional salaries while at the same time maintaining cost levels justifiable to Member Organisations (and ICPs). In this context it is here proposed to use the UN salary scales as guidance for determining the salaries of the Secretariat staff.

In keeping with the practice of similar organisations as well as many of the ANBO Member RBOs, it is proposed that the Executive Secretary and the Programme Officer are internationally recruited and receive salaries/ benefits equivalent to the UN's salary grading system for international posts. For the Finance & HR Officer, national recruitment (in the Secretariat host country) is proposed, equivalent to the UN salary scale for National Officers, while national recruitment equivalent to the UN salary scale for the general service category is proposed for the administrative secretary. [The UN salary grading system is the most widely used and accepted salary grading framework for international organisations and therefore believed to provide an adequate and fair framework for the recruitment and remuneration of ANBO Secretariat staff. The classification of ANBO Secretariat posts equivalent to the UN salary grading framework is guided by the expected qualifications and skills levels for the respective positions.](#)

Accordingly, in line with the job descriptions and required qualifications required for the Executive Secretary and Programme Officer Positions, it is proposed to classify the executive Secretary positions as equivalent to P3 positions in the UN scale and the Programme Officer position as equivalent to a P2 post.

Position	UN salary scale equivalent	Annual cost to organisation (in USD)
Executive Secretary	P3 – Step 6	81,700
Programme Officer	P2 – Step 3	62,700
Finance & HR Officer	NO-B Step IV ²	50,900
Administrative secretary	Level 5 – Step 6 ³	24,200
TOTAL		219,500

In addition to staff costs, meeting, travel and general office running costs need to be added to the overall Secretariat cost, which have already been estimated and described in report 3. In combination, a total annual cost estimate for a Secretariat with this staff composition is as follows:

Cost item	Amount in USD
Staff costs	220,000
Organisation of Council and Coordination Bureau meetings	70,000
Secretariat travel	50,000
General office running costs	40,000
TOTAL	380,000

While it is believed that the above represents a realistic cost estimate for the ANBO Secretariat with the proposed staff composition, it needs to be highlighted that there remain a number of variables affecting the cost estimate, which could affect the cost structure in both ways. These variables are dependent on the exact nature of the hosting arrangement for the Secretariat as well as the Council decisions on the actual staff salary structure. Therefore, key points for discussion and/ or decision-making by the Council are highlighted below:

1. Initial determination and classification of staff salaries
2. Salary increase, promotion and staff benefit system
3. Nature of hosting agreement, i.e. are costs such as office space, IT maintenance, driver and cleaning services etc. provided free of charge by the host organisation or do these costs need to be covered from the Secretariat budget

² National Officer category (Senegal) – last updated Sept 2015

³ General Service category (Senegal) – last updated Sept 2015



5.4. Job descriptions

Provided below are job descriptions for each of the four positions proposed in section 3.3 above, listing for each position the required qualifications and attributes as well as the main functions to be carried out by the incumbent.

4.1 Executive Secretary

Required qualifications and attributes:

1. Post-graduate qualification in one or more of the following areas: Natural Resources Management, Environmental Sciences, Public Administration, Water Resources Engineering, Law, Development, Economics, Social Sciences;
2. At least 10 years of experience in policy development and implementation at a senior executive level, and proven record of high-level management, preferably of an international organization, ideally related to water resources management;
3. Good experience in dealing with transboundary water negotiations;
4. Demonstrated experience in institutional development, managing dynamic and emerging institutions. Experience in developing financial, human resources management, data and information management systems;
5. Experience in fund raising and resource mobilization strategy development and co-ordination;
6. High-level experience in working closely with governments, donors, civil society and inter-governmental organizations;
7. Experience in coordinating/evaluating a portfolio of complex and multi-stakeholder development projects, preferably in natural resources management;
8. Profound understanding of the development needs, aspirations and vision of African countries and regions.
9. Fluent and proficient in English and French.

Main functions:

- a) Establish and maintain a functional permanent ANBO Secretariat
- b) Appoint the supporting administrative personnel of the ANBO Secretariat in accordance with the procedures and the terms and conditions of service determined by the Council;
- c) Prepare and submit the annual budget to the Coordination Bureau for its consideration and recommendation to the Council;
- d) Prepare and submit the annual and multi-annual work programmes of the network to the Coordination Bureau its consideration and recommendation to the Council;

- e) Prepare and submit annually to the independent external auditors the books and accounts of the Network;
- f) Prepare the ordinary and extraordinary meetings of the Council and the Coordination Bureau and/or any meetings of the sub-committees;
- g) Report annually to the Council and the Coordination Bureau on the activities of the network as well as the programmes and projects planned, initiated or executed;
- h) Facilitate, coordinate and streamline the support from the International Cooperating Partners (ICPs);
- i) Liaise with stakeholders, particularly AMCOW (in coordination and cooperation with the ANBO President), and relevant matters concerning the network and its role as technical arm of AMCOW;
- j) Be responsible for the effective and efficient functioning of the ANBO Secretariat as administrative head; and,
- k) Perform all such other functions as the Council or the Coordination Bureau may from time to time assign.

4.2 Programme Officer

Required qualifications and attributes:

1. Post-graduate qualification in one or more of the following areas: Natural Resources Management, Environmental Sciences, Engineering or Applied Sciences with specialisation in Water Resources Management, Civil and/or Agricultural Engineering;
2. At least 10 years of experience in programme, project and contract management in areas related to water and natural resources management preferably related to data, information and knowledge management; knowledge of designing communication and stakeholder involvement processes desirable;
3. Experience in all aspects of the project management cycle including conceptualisation, identification, implementation, reporting, monitoring and evaluation.
4. Experience in contract management and work planning, including budgets, planning, implementation, controlling and reporting;
5. Experience with results-based management including developing of logical framework analysis matrices, identification of appropriate results indicators and reporting;
6. Previous experience with transboundary water management and development in Africa;
7. Demonstrated experience in working closely with governments, donors, civil society and inter-governmental organizations;
8. Profound understanding of the development needs, aspirations and vision of African States with respect to transboundary water management;
9. Networking skills and the ability to facilitate participatory stakeholder management.
10. Excellent interpersonal communication skills and tact. Ability to work independently but also collaboratively in a diverse team environment.
11. Fluent and proficient in English and French.



Main functions:

- a) Overall responsible for developing, managing and implementing the ANBO Strategy, Action Plan and annual work plans.
- b) Preparation of annual work plans and budgets.
- c) Preparation of an annual financial and progress reports for Coordination Bureau and Council review and approval;
- d) Prepare Terms of Reference for provision of services required to implement the work plan activities;
- e) Day-to-day supervision of various consultant contract activities ensuring performance in accordance with terms of reference and the requirements of the work programme;
- f) Oversee the development and implementation of ANBO communication strategy and processes.
- g) Oversee the enhancement and maintenance of the African Water Information System (AWIS) hosted at ANBO
- h) Oversee the development and implementation of stakeholder processes;
- i) Provide technical guidance and input to the development of recommendations to AMCOW;
- j) Provide technical guidance to the institutional development of ANBO;
- k) Support the preparation of the ordinary and extraordinary meetings of the Council and the Coordination Bureau and/or any meetings of the sub-committees;
- l) Perform all such other functions as the Executive Secretary may from time to time assign.



4.3 Finance and Human Resources Officer

Required qualifications and attributes:

1. An advanced accounting qualification (ACCA, CIMA or equivalent) or a degree in accounting
2. Membership of an internationally recognised accounting body
3. A qualification and experience in Administration, Business Management and/or Human Resources Management;
4. At least 10 years of experience in accounting and financial management and administration including human resource management, preferably related to international development cooperation activities;
5. Experience in aspects of the programme management cycle including conceptualisation, identification, pre-feasibility, feasibility, implementation, reporting, monitoring and evaluation.
6. Experience in procurement under rules of International Cooperation Partners (ICPs), contract management and work planning, including budgets, planning, implementation, controlling and reporting;
7. Experience with results-based management including developing of logical framework analysis matrices, identification of appropriate results indicators and reporting;
8. Excellent interpersonal communication skills and tact. Ability to work independently but also collaboratively in a diverse team environment;
9. Fluent and proficient in English and French.

Main functions:

Financial Management:

- a) Establishing a financial management, procurement, administration and human resource management; and accounting system(s) that meet the requirements of the ANBO work planning/work programming, and those of the ICPs;
- b) Implementing financial control functions in collaboration with the Programme Officer and Executive Secretary;
- c) Tracking and financial reporting and spending in collaboration with and support to the Programme Officer and Executive Secretary;
- d) Ensuring that budgets and expenditures are recorded in accordance with sound financial and accounting practices;
- e) Reviewing and controlling of financial reports and disbursement requests;
- f) Preparing regular monthly, quarterly and annual financial reports;



- g) Correspondence with ICPs on financial and other relevant matters;
- h) Any other duties that may be assigned from time to time.

Administrative and other responsibilities:

- a) Preparation of annual budget forecasts in collaboration with the Executive Secretary and the Programme Officer;
- b) Tracking and accounting for all expenditures in the financial management system;
- c) Budget monitoring of running costs;
- d) VAT Claims;
- e) Facilitating banking issues such as opening bank accounts and monitoring disbursements and reports;
- f) Procurement processes and procedures;
- g) Any other duties that may be assigned from time to time.

Human resource management responsibilities:

- a) Advising/assisting in implementing the human resources management system, including the salary/benefits structures and related contracts;
- b) Maintaining and updating as required the ANBO staff administration guidelines;
- c) Processing the payroll for all ANBO staff;
- d) Assist in ensuring compliance with local and regional rules and regulations regarding human resources;
- e) Developing and updating Terms and Conditions of Service;
- f) Any other duties that may be assigned from time to time.



4.4 Administrative Secretary

Required qualifications and attributes:

1. Relevant training and qualifications in in advanced secretarial studies and basic administration, or equivalent;
2. Knowledge and experience of office software applications – spreadsheets, word processing and database management;
3. Knowledge of basic administrative, accounting and clerical procedures;
4. Knowledge of business principles;
5. Proven experience of producing correspondence and documents;
6. Proven experience in information and communication management;
7. Good verbal and written communication skills;
8. Advanced typing speed;
9. Good planning, organising and time management skills;
10. Good interpersonal skills and customer service orientation;
11. Fluent and proficient in English and French.

Main functions:

- a) Overall responsibility for providing clerical and routine office support to the ANBO Secretariat;
- b) Co-ordination and implementation of office procedures;
- c) Word processing, audio and copy typing, letter writing and dealing with telephone and email enquiries;
- d) Creating and maintaining filing systems, keeping diaries, arranging meetings and appointments;
- e) Organising travel and accommodation for staff and visitors;
- f) Booking rooms and conference facilities;
- g) Attending meeting, taking minutes and keeping notes;
- h) Managing and maintaining petty cash for office requisites;
- i) Liaising with staff and external contacts;
- j) Ordering and maintaining stationary and other office supplies;
- k) Sorting and distributing incoming post and organising and sending outgoing post;
- l) Organising and storing paperwork, documentation and computer based information;
- m) Photocopying, binding and printing various documents;
- n) Any other duties that may be assigned.