DRAFT

REPUBLIC OF KENYA

THE NATIONAL ASSEMBLY

PROJECT DESIGN TO ESTABLISH LEGAL AND RESEARCH SERVICES AND TO IMPROVE THE PARLIAMENTARY LIBRARY FOR THE KENYA NATIONAL ASSEMBLY

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ACKNOWLEDGEMENTS

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ACRONYMS

CIDA	Canadian
CPA	Commonwealth Parliamentary Association
CSO	Civil Society Organisation
DFID	Department For International Development
DGSP	Democratic Governance Support Programme
GoK	Government of Kenya
IPU	Inter-Parliamentary Union
KNA	Kenya National Assembly
MP	Member of Parliament
MPs	Members of Parliament
NGO	Non Governmental Organisation
PR	Public Relations
PSC	Parliamentary Service Commission
SA	South Africa
SUNY	State University of New York
TOR	Terms of Reference
UK	United Kingdom
USA	United States of America
UNDESA	United Nations Development, Economic and Social Affairs

EXECUTIVE SUMMARY

This Consultancy Report is a response to the Kenya National Assembly's (KNA) request to develop information delivery and legal services to enhance the effectiveness of the KNA as an institution of governance.

This request was made against the realisation that for the KNA to fulfill its constitutional mandate of making laws for the nation, ensuring Executive accountability and representation of the people of Kenya, there is need to create structures that provide information and legal services.

The significance of information in the KNA is highlighted in the PSC Strategic Plan, which states:

> "Information in its various forms, types and kinds, is the main stay of any organisation, including a Legislature. Parliamentarians need information to enable them to fulfil the functions of Parliament: namely: - legislation, financial, appropriation and control, oversight and supervision of governance, *et cetera*. The information and communication processes needed by a Member to accomplish his/her role and responsibilities is enormous and could not be realised by an individual Member." (Appendix six, section H 1.2)

The main objectives of this consultancy include to:

1. Establish a Legal Services Department;
2. Establish a Research Department;
3. Enhance the effectiveness of the Library; and
4. Propose efficient utilisation and allocation of existing space to accommodate the Legal, Research and Library Services.

In order to fulfil these objectives, the following activities were undertaken – document analysis, a needs analysis, in-depth interviews with stakeholders and two meetings to discuss and internalise the Needs Assessment Report.

The report is organised as follows:

- Part One outlines the Project Description, which includes the Terms of Reference and Methodology used for the project;

- Part Two describes the different project components i.e. Legal, Research, Library and Designs; and

  Part Three outlines the Project Implementation Framework, Implementation Plan and Budgetary issues.

Findings and Recommendations

The main findings of the consultancy are:

1. There is no Legal Services Department;
2. There is no Research Services Department;
3. There is an under-resourced and under-equipped Library; and
4. There is limited space for the legal, research and library departments.

The Consultants recommend the following for the different components of the project:

A.   Legal Services

We recommend:

1. That the core business of the Legal Services Department should be determined to provide clarity on its role and functions.

2. That the nature of the department's future relationship with the A-G's Office needs to be determined to ensure an ongoing cordial relationship with that office.

3. That the beneficiaries of legal services should be:

   - The PSC
   - Speaker
   - Committees
   - Members of Parliament
   - Clerk of Parliament.

4. That the Legal Services Department provides the following services:

   - Legal and procedural advice to the Parliamentary Service Commission (PSC), the Speaker, the Committees, the Members of Parliament and the Clerk of Parliament
   - Drafting Services to the PSC, Committees and Members of Parliament
   - Tracking of Bills
   - Bill analysis for use by Committees and Members, in close consultation with researchers
   - Drafting of contracts to be entered into between the PSC and contracting parties
   - Facilitating litigation on behalf of the PSC
   - Liaison with the drafters in the office of the Attorney-General on matters relating to Bills introduced by the Executive and individual Members
   - Advice to relevant Committees and the House on the status of delegated legislation and other statutory instruments.

5. That ongoing monitoring of the department and a review of services should take place at the end of year one to determine whether the number of staff is still meeting the needs of the beneficiaries.

6. That, for the first year of the department's existence, at least, the Legal Counsel should report to the Deputy Clerk responsible for Legislative and Procedural Services. This may be reviewed after 1 year to determine whether the department should become an independent Directorate. The Legal Counsel could be either at Level 4 or 5 on the establishment.

7. That a comprehensive Human Resources Development Strategy be developed for the Parliamentary Service, which would include performance management.

8. That the two Legal Counsel are exposed to the functioning of Legal Services Departments of other Commonwealth Parliaments within the region and outside through study visits.

9. That appropriate options be considered for an office location for the Legal Services Department.

B.   Research Services

We recommend:

1.   That the core business of the department be the provision of oral and written research and analysis in a confidential and non-partisan manner to Parliament.

2.   That the main functions of the department include:

- Undertaking research for Parliament;
- Support for Parliamentary committees;
- Support for PR activities
- Support for parliamentary delegations
- Review of policies and Bills
- Provision of pro-active research

3.   That the initial focus of the department be towards the topical issues currently being debated in Parliament;

4.   That the client base of the department includes the Presiding Officers, MPs, and committees;

5.   That focus needs to be on production of high quality simple research;

6.   That as limited a hierarchical chain as possible be put in place;

7. That a rolling work plan be developed to reflect the recommendations of this report;

8. That recruitment of research staff and the head of the department are finalised;

9. That given the high turn over of staff in other Parliamentary research departments, a career path be developed for the researchers;

10. That research and library staff meet regularly to identify information sources for Parliament;

11. That a proportion of the project budget be earmarked to purchase IT hardware and software for researchers and committees;

12. That researchers get Internet access;

13. That researchers be accommodated in a manner that does not compromise the confidential nature of their work;

14. That to monitor workflow and for annual reporting purposes, the department design instruments to record requests for information by the MPs;

15. That the staffing, including job descriptions, salary scales and management arrangements as recommended by the PSC be adopted;

16. That performance indicators be developed to evaluate the performance of staff;

16. That training commences as soon as appointments are made;

17. That subject to availability of funds all, research and committee staff spend at least one week observing the operations of other Legislatures where research services are provided to committees;

18. That the Research Department operates under the guidance of the Deputy Clerk responsible for Library and Committees.

C. Library Services

We recommend:

1. That the Library collection and furniture need to be reorganised. The old furniture will be replaced with modern and suitable library furniture.

2. That the current Library collection be properly processed and organised. Old materials, which are no longer in use, be stored in the Archives.

3. That the Parliamentary Library should acquire new and relevant materials to meet the needs of Committees, Members and staff.

4. That the Library should have a Collection Development Policy.

5. That a website for Kenya National Assembly Library should be established.

6. That the Library should network with other Parliamentary Libraries in the region and in the world to promote information sharing and exchange.

7. That user education should be provided to Members of Parliament and staff.
8. That the Library Committee should meet regularly to evaluate the library services.

9. That sitting capacity in the two Libraries should be increased to create room for more users.

10. That the Library should use internationally acceptable tools in processing information.

11. That the Library should be computerised to facilitate quick retrieval of information.

12. That the Library staff need to be trained on how to process information using new information technologies, how to process non-book materials including grey Literature, managing specialized Libraries and use of indexing tools.

13. That more staff need to be recruited to assist in managing the two Libraries.

14. That the scheme of service for Library Assistants and Librarians produced by the Office of the President should be implemented.

15. That the current Library should be used as a Reference Library once the Library at Continental House is set up.

D. Architectural Design Brief

We recommend:

1. That the existing character of the library is retained due to its architectural merit and minimal alterations are made to provide additional space.

2. That the 1st floor space at Continental House set aside for the library be converted into the Loans, Reference, IT and Audio Visual Library. This exercise will require minimal intervention based on the fact the space was recently refurbished.

3.   That parliament procures one floor at Harambee Plaza to house the Legal and Research Centre.

4.   That the basement at County Hall be refurbished minimally to allow for efficient use as archives. We additionally recommend the procurement of purpose made archive shelving units to ensure that the storage is carried out effectively.

E.   Project Implementation

We recommend:

1.   That the Steering Committee appointed by the PSC oversees the implementation of the project

2.   That a Technical Team be appointed to supervise individual components of the project

3.   That the financial management of the project be undertaken by the Accounts Controller

4.   That all implementing agents by trained on project management and procurement procedures

5.   That the Finance Department be equipped with the appropriate IT hardware and software to facilitate financial reporting

6.   That the procurement and financial management procedures comply with those of GoK and donors

7.   That regular progress reports be submitted to the PSC and donors on a monthly basis.

8.   That a mid-term and an annual evaluation be conducted

F.   Long-term Recommendations

Following our meetings with Members of Parliament and Parliamentary Officers, we would like to make the following long-term recommendations;

•   That the respective Directorates for the Library, Research and Legal Services be established for greater efficiency of delivery of services

•   That the plot currently used for parking and earmarked for the development of the Sir Humphrey Slade Memorial Library be actively considered for the development of the Library.

- That the proposed Sir Humphrey Slade Memorial Library be the main Parliamentary Library providing one stop information resources; Library, Legal and Research and Archives.

- That adequate parking is provided through the use of basement spaces to allow for efficient use of library.

PART ONE: DESCRIPTION OF PROJECT

1.1 Introduction

This part outlines the Terms of Reference of the consultancy and Methodology used to review and document the existing and future operations of the Legal, Research and Library Services.

1.2 Description

The Terms of Reference of the consultancy are:

1. To enable the current PSC, relevant Parliamentary Service staff and potential beneficiaries of the proposed project to internalise, fine-tune and adopt ownership of the Strategic Plan (2000-2012) as it relates to the Library, Research and Legal Services Departments.

2. The adoption of a specific mission and goals for the Parliamentary Library and for the proposed new Research and Legal Services functions.

3. Enable the current PSC, relevant Parliamentary Service staff and potential beneficiaries of the project to bring their collective experience and skills to bear on an operational plan to implement their strategic vision of future Library, Research and Legal Services for Parliament.

4. Capture the strategic vision and priorities, as identified by the PSC, Parliamentary Services staff and project beneficiaries, in a project initiation document, that defines objectives and specific activities to achieve parliament's strategic vision, that includes international BEST PRACTICE from the region and other Commonwealth Parliaments, which complies with the requirements of GoK, DFID and DGSP, and which provides for co-ordination with the information technology project funded through the UNDESA and other related reforms funded by GoK and other development partners.

5. Provide recommendations and options for increasing and/or reallocating existing space for the long-term needs of library, research and legal services at Parliament.

6. To reach agreement, in consultation with the PSC, Parliamentary Service staff, the Project Implementation Unit (PIU) of the DGSP and DFID, on practical and efficient operational and decision-making mechanism for project implementation, as well as co-ordination with other (related) initiatives such as the IT project. This may be achieved through a Project Steering Committee or other similar mechanism.

7. To design a practical and realistic implementation plan, which allocates responsibility, sets time-frames and a realistic and detailed budget which complies with DFID and DGSP criteria (and which distinguishes clearly between budget lines for the separate components of the two funding agencies). A single document that splits clear responsibility between DFID and DGSP components is envisaged.

8. The implementation plan should include a proposal for reorganising the physical space currently available for legal research and library services. This will include a proposal for internal design and partitioning, to ensure optimal usage of existing space during the initial project period as well as a longer-term option for additions or re-allocation of existing space to library, research and legal services.

9. Selection and definition of specific and realistic performance indicators for both the project goals and activities, ensuring in the project design that sufficient resources are allocated to providing the information necessary for performance monitoring including impact assessment. The performance-monitoring component of the project should reflect on the systems already in place and requirements laid down for Parliament, DFID and the DGSP.

10. Define optimal methods of disbursement of funds to the project, appropriate mechanisms for incurring project expenditure, including procurement and authorisation, as well as reporting and accountability (again in line with the existing systems and requirements of Parliament, the DGSP and DFID).

11. Outline medium and longer-term considerations and actions that will enhance sustainability and continuous improvement of project outcomes.

1.3   Methodology

The consultants conducted a Needs Assessment[1] to determine the stakeholder and user priorities and requirements of Legal, Research and Library Services.

The consultants undertook the following activities, which informed the Needs Assessment and the Project Design:

1. Document Review of:

- the Strategic Plan of the PSC;
- the Consultants' Report to the PSC of the National Assembly of Kenya on the Strategic Plan of the Parliament (the Three Nation Report); and
- the DGSP Programme Document. Several other documents were reviewed.[2]

2. Electronic searches to document international best practices of the region and other Commonwealth Parliaments.

3. Consultations and in-depth interviews[3] with PSC members, Deputy Speaker, other MPs, key officials of the Parliamentary Service, DGSP, DFID, SUNY Kenya, CIDA and Italian Embassy.

9. Brainstorming sessions with the Steering Committee appointed by the PSC to oversee the implementation of the project.

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[1] See Appendix I for the Detailed Findings of the Needs Assessment.
[2] See Appendix II for a comprehensive list of all documents reviewed.
[3] See Appendix III for a list of interviewees and persons consulted.

5. Site Surveys - The architects carried out several site surveys on various potential locations to house the Legal, Research and Library Services.

The Project Design was adapted from the DGSP format. A description of the different project components is contained in the next section.

PART TWO A: PROJECT DESIGN

2. LEGAL SERVICES

2.1 Overall Purpose[4]

The overall purpose of the project is to ensure the effectiveness of the KNA as an institution of governance, enhanced through the development of information and legal services. In order to achieve this, the project entails the design of proposals to improve the Parliamentary Library, establish a Research Centre and a Legal Services Department.

2.2 Specific Project Purpose

In order to achieve the overall purpose as stated above, the specific purpose of this component of the project is to establish a Legal Services Department for the Kenya National Assembly.

The beneficiaries of the project are:
- The PSC
- The Speaker
- Committees
- Members of Parliament
- Clerk of the National Assembly

The outputs of the project, based on the findings of the Needs Assessment that was conducted with Members and Parliament of the KNA, include:

- Establishment of the Legal Services Department
- Provision of legal services to the PSC
- Provision of legal services to the Speaker
- Provision of legal services to Committees
- Provision of legal services to Members
- Provision of legal services to the Clerk

The expected outcomes/impact of the project are as follows:

- Improvement in the functioning of the PSC in carrying out its mandate
- Improvement in the functioning of the House
- Improvement in the quality of debates in the House
- Improvement in the performance of Committees in carrying out its mandate
- Improvement in the quality of amendments to legislation
- Improvement in the performance of Members in the House and Committees
- Improvement in the functioning of the Administration

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[4] The Logical Framework below sets out the details of the project.

2.3 Logical Framework: Legal Services

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall Objectives	The effectiveness of the KNA as an institution of governance, enhanced through the development of information and legal services.	• Quality of legislation passed by the KNA • Nature and extent of the KNA's oversight over the Executive • Public perception of the KNA as an institution of governance	• Acts passed by the KNA • Hansard reports • Committee Reports • Surveys on citizen's perception of the KNA	• Resources and internal capacity available for the further development & implementation of the project • In all result areas institutional support measures will be adequately addressed and incorporated
Specific Objectives	To establish a Legal Services Department for drafting services by the National Assembly of Kenya.	Increased demand for legal advisory and drafting services by PSC, Speaker, Committees, Members of Parliament and the Clerk of Parliament.	• Reports of the Legal Services Department • Feedback from the beneficiaries of legal services • Written and oral legal opinions	• Positive responses from staff on organisational development and change

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Expected results	1. Establishment of the Legal Services Department	Number of staff recruited	Staff establishment	
	2. Provision of legal services to the PSC	• Increase in the demand for legal services by the PSC • Decrease in litigation against the PSC	• Written and verbal legal opinions to the PSC • Minutes of PSC meetings • Feedback from PSC members • Reports of the Legal Services Department	
	3. Provision of legal services to the Speaker	• Increase in the demand for legal services by the Speaker • Speedy settlement of legal questions arising during the course of debates in the House	• Written and verbal legal opinions to the Speaker • Hansard Reports • Feedback from the Speaker • Reports of the Legal Services Department	
	4. Provision of legal services to Committees	• Increase in the demand for legal services by Committees • Decrease in amendments proposed in the House to rectify mistakes made with amendments during the committee process • Decrease in the duplication of amendments • Decrease in the number of Acts declared null and void	• Written and verbal legal opinions to Committees • Minutes of Committee meetings • Committee Reports • Feedback from Committee Chairpersons • Reports of the Legal Services Department	
			Annual Reports of the Parliamentary Service Amendments to legislation	

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Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
5. Provision of legal services to Members	• Increase in the demand for legal services by Members • Increased participation by Members in the Committees and debates in the House • Improvement in the quality of debates in the House	• Written and verbal legal opinions to Members • Feedback from Members of Parliament • Reports of the Legal Services Department	
6. Provision of legal services to the Clerk	• Increase in the demand for legal services by the Clerk • Decrease in the use of the services of the Attorney – General's Office • Decrease in the use of external legal services	• Written and verbal legal opinions to the Clerk • Feedback from the Clerk • Reports of the Legal Services Department	

2.4 Description Of Activities

The Legal Services Department will undertake the following activities to achieve the results as indicated.

Result Area 1: Establishment of the Legal Services Department
- Review of the current legal capacity of the institution
- Recommendations for establishment of the Legal Services Department
- Adoption and implementation of recommendations by the PSC
- Recruitment of staff for Legal Services Department
- Induction of Legal Services Staff
- Ongoing training of Legal Services Staff

Result 2: Provision of legal services to the PSC
- Provision of legal advisory services to the PSC
- Provision of legal drafting services to the PSC
- Drafting of contracts to be entered into between the PSC and contracting parties
- Facilitating litigation on behalf of the PSC

Result 3: Provision of legal services to the Speaker
- Provision of legal advisory services to the Speaker
- Drafting of motions, resolutions, etc.
- Attending sittings of the House

Result 4: Provision of legal services to the Committees
- Provision of legal advisory services to Committees
- Provision of legal drafting services to Committees
- Tracking of Bills in Committees
- Analysis of Bills in collaboration with researchers
- Clerking Services to certain committees, e.g. the Committee on Delegated Legislation

Result 5: Provision of legal services to the Members
- Provision of legal advisory services to Members
- Provision of legal drafting services to Members

Result 6: Provision of legal services to the Clerk
- Provision of legal advisory services to the Clerk of the National Assembly
- Liaison between parliamentary legal staff and drafters in the A-G's Office
- Liaison between parliamentary legal staff and external legal counsel when required

2.5 Duration And Action Plan

The duration of the project will be 12 months. The Implementation Plan below sets out the various activities which have to be undertaken during this period.

Implementation / Action Plan – 15 October 2003 to 31 October 2004: Legal Services

Activity	Pre-implement 15 –31 Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Implementing Agent
Pre-implementation Activities														
1. Finalising Consultants' Report	▓													Consultants PSC Donors
Project Implementation														
1. Finalisation of Job Descriptions for Legal Services Staff		▓												Personnel Department
2. Recruitment and appointment of Legal Services staff			▓	▓										PSC Clerk
3. Induction of Legal Services Staff:														
• introduction of Legal Services staff to beneficiaries				▓										Personnel Department
• attachment to a staff member of the Parliamentary Service to become familiar with the operations of the KNA					▓									
Project Implementation (cont.)														

Project Design For Legal, Research And Library – Kenya National Assembly

Activity	Pre-implement 15 –31 Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Implementing Agent
							Implementation Period							
4. Workshop on procurement procedures and disbursement of funds				▒										Project Steering Committee
5. Strategic Planning Workshop – development of Annual Work Plan for Legal Services Department					▒									Head of Department
6. Workshops on Change Management, Teambuilding, Project Management and Performance Management					▒	▒								Project Steering Committee
7. Training of Legal Services Staff:														Donors PSC Project Steering Team
• Communication Skills							▒							
• Study Visits – South Africa and Zambia								▒						
• Legal Drafting Course									▒					
Monitoring and Evaluation														
1. PSC Meetings		▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	▒	PSC

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Project Design For Legal, Research And Library – Kenya National Assembly

Activity	Pre-implement 15 –31 Oct	Implementation Period												Implementing Agent
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
2. Project Implementation Team Meetings and Reports		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Project Implementation Team
3. Donor Meetings		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Donors
4. Mid-year review							▓	▓	▓	▓	▓			Donors and PSC
5. Final Evaluation and External Audit												▓	▓	Donors and PSC

2.6   Impact Of The Project

The project addresses the following beneficiaries:

- PSC
- Presiding Officers
- Committees
- Members of Parliament
- Clerk of the National Assembly

The effectiveness of the KNA in carrying out its oversight, lawmaking and representative functions will be enhanced as follows:

- Improvement in the functioning of the PSC in carrying out its mandate;

- Improvement in the functioning of the House;

- Improvement in the quality of debates in the House;

- Improvement in the performance of Committees in carrying out its mandate;

- Improvement in the quality of amendments to legislation;

- Improvement in the performance of Members in the House and Committees; and

- Improvement in the functioning of the Administration;

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TARGET GROUP	IMPACT ON TARGET GROUP
PSC	Improvement in the functioning of the PSC in carrying out its mandate
Speaker	▪ Improvement in the functioning of the House ▪ Improvement in the quality of debates in the House
Committees	▪ Improvement in the performance of Committees in carrying out its mandate ▪ Improvement in the quality of amendments to legislation
Members of Parliament	Improvement in the performance of Members in the House and Committees
Clerk of the National Assembly	Improvement in the functioning of the Administration

2.7 Multiplier Effects

The establishment of a Legal Service Department will go a long way in strengthening the performance of the KNA, through:

- Bridging the gap between the people and governance processes

- Strengthening the principles of separation of powers

- Empowering Parliament as a governance institution

- Ensuring respect from the public for Parliament as an institution of governance

- Facilitating:

  o Improved legislation
  o Improved oversight capacity of KNA
  o Improved management structures

In order to ensure sustainability:

- The KNA will finance the activities when the project ends

- There will be local ownership of action outcomes

PART TWO B: PROJECT DESIGN

2.   RESEARCH SERVICES

2.1   Justification

The work of the national legislatures is to a great extent, information intensive (Bills, white papers, submissions). While Government departments have various experts to advise them on different issues, Parliaments do not. Yet Parliaments are expected to ensure executive accountability. This project therefore aims at developing a parliamentary research department capable of providing objective, non-partisan information services to Members of Parliament (MPs) and committees in an easily accessible and understandable format.

Some people have argued against the establishment of Parliamentary research departments. They argue that personal staff, party based researchers, university researchers, interest groups, government departments and the Internet can undertake the functions of Parliamentary research departments. Dr. June Verrier Head of Research of the Australian Parliament outlines the limitations of these options in a paper entitled: *Does one size fit all.* The limitations are outlined in Table 1.

Table 1: Limitations of establishing research services outside Parliament

Option	Limitations
Personal Staff	Most MPs prefer personal staff. However, experience in Parliaments, which adopted the system (of personal staff), has shown that this staff cannot compete with a group trained to provide non-partisan research in a parliamentary context. All Parliaments, which have personal research assistants, also have non-partisan staff.
Party based Researchers	In some Parliaments, MPs have expressed doubts that a group of researchers working for all MPs can be non-partisan and provide objective information. As a result in many countries there are party based researchers and non-partisan researchers (New Zealand, South Africa). However, party based research is unlikely to be objective as it tows the party line.
University Research	Some people argue that research produced by universities is adequate and hence there is no need for Parliamentary research (Australia before 1966). Academic research is long and winding and is not suitable for Parliamentary context.
Lobby groups	Some people argue that they can obtain information from

	interest groups. This information tends to be biased and is only meant to serve the interests of a specific group or cause.
Government departments	Some argue that Parliament can obtain all its information from Government departments. This can happen, but this information tends to support the position of Government.
The Internet	Some argue that the Internet has all the information. MPs do not have the time to sift through the massive volumes of information on the internet.

As spelt out in the PSC Strategic plan, there is no doubt that information and research are among the most important tools in enhancing the effectiveness of the KNA. The KNA needs, more so than other political institutions, trained and specialized staff in the organisation and analysis of information to present it timeously to MPs to enable them to perform their varied parliamentary roles.

This is because parliamentary work by nature is information intensive. MPs are expected to analyse Bills that come to Parliament, analyse and make recommendations on different policy issues, debate motions in the House and present papers in local, regional and international conferences, seminars and workshops. The legislative process itself is very complex. Thus MPs need objective, factual and timely information in order to ensure executive accountability to the Legislature. That being the case, it is imperative that the KNA should its own information reservoir.

What is more, the government has a *de facto quasi* monopoly as far as producing documents is concerned. A parliamentary institution on the other hand does not have the same capacity as the Executive. Accordingly, if parliament wishes to be an effective institution of governance, it is important that the quality of its services be improved. The strengthening of the KNA can only be achieved if there are highly effective structures for information provision and analysis.

According to Barry Jones (1995: 2) concerned about the democratisation of information, concluded that "---------*the effective working of democracy depends on the availability of adequate information and the capacity for its independent information"*.

Parliamentary research has become a crucial element in the process of enhancing the effectiveness of legislative processes from two angles: First on the demand level, regarding the services of parliamentary research, this is represented by the demand for analytical products.
Increased demand can be seen in the different technical issues coming to parliament. In addition, there is an increase on the demand for specialised areas e.g. scientific

and technological developments: new discoveries e.g. cloning and genetic engineering, comparison of economic models and theories and the experiences of economic reforms etc. On the other hand, the public is well endowed with experts with knowledge in this various areas.

Dr. Leon Gabriel (2003:2, SA Parliament), points out, *"Politics is a moving enterprise in which rapid access to information is of primary importance."* In justifying the establishment of a Research Department in South Africa, Dr. Leon Gabriel 2003:2 points out the following reasons why it is necessary to establish a parliamentary Research Department:

- Legislatures tend to be generalists rather than specialists. Except for those with considerable seniority, most legislators will have a detailed knowledge of very few public policy issues. Because they must make decisions on many complex matters, about which they may know little, legislators need products that explain to them the basics of a situation, but also deal with issues at highly sophisticated level.

- Legislators are used to dealing in concepts and absolutes, and often hold very firm ideas about the way the world works. Because they operate within their own well-defined worldview, legislators learn best from papers with well-organised concepts. They need to know how a situation fits into what they already think.

- Legislators are always short on time due to their many commitments and responsibilities. In addition, many prefer to learn from talking to people rather than reading and may have a short attention span for the written word. Because they are short on time, legislators will prefer short papers to read in one sitting. To hold a legislators attention and to help the legislator resume reading a paper after an interruption, all products must be easy to follow.

- Legislators are action-oriented; i.e. they see themselves as instruments of change. Because they are action-oriented, legislators want to know what they can do about a situation. They will want options spelled out, and the consequences of those options evaluated.

- Opponents constantly challenge legislators. Because they defend their positions, legislators need information that will confirm or challenge their values, assumptions, worldview, and understanding of the facts. They need to know their opponents' views. They want to know what interests are at stake—how a situation and suggested options will affect their constituents in the and long run. They need information that they can absolutely rely upon: there's a price to pay for being wrong or misinformed.

Thus from the foregoing, it is clear that there is need to establish a research department for KNA. The process of development of a research department is linked to one major issue: *"How to make parliament a strong institution of governance".*

Against this background, the overall objective of the project is to enhance the effectiveness of the National Assembly of Kenya as an institution of governance by establishing a research department. The aim is to reduce the heavy dependence of the KNA on government information sources whom it is its responsibility to scrutinize. Reliance by the KNA on information sources from government departments blurs the principle of separation of powers.

Against this background, the project intends to:

a) Strengthen the analytical capacity of the KNA;
b) Strengthen the oversight role of committees;
c) Provide objective and non-partisan information to members and committees.

The objectives and expected outputs of the project are highlighted in the logical framework.

2.2 Logical Framework: Research Services

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall Objectives	The effectiveness of the KNA as an institution of governance enhanced through the development of information services.	■ Debates, committee reports and conference reports reflect research and analysis. ■ The public perceives the NAK as a strong institution of governance. ■ Committees are able to analyse Bills and policy issues effectively. ■ Committees are able to make policy options based on in depth analysis.	■ Hansard reports ■ Committee Reports ■ Conference reports ■ Surveys on citizen's perception of the NAK	■ PSC approval ■ Availability of project management skills ■ Commitment to success of projects. ■ Implementation capacity. ■ Donor support
Specific Objectives	To establish a non-partisan research and analysis service for the KNA.	■ MPs and staff increasingly demand research and analysis in their work. ■ Increased sources of information for use by KNA. ■ Increased cooperation between KNA research staff and other sources of information such as policy institutes. ■ MPs articulate knowledgeably	■ Client request forms. ■ Research annual reports ■ Assessments by MPs ■ Committee reports ■ Database of external experts ■ Oral and written	■ KNA commitment to provision of objective and non-partisan information. ■ Commitment to improved legislative processes. ■ Willingness by experts and policy institutes to work closely with KNA. ■ Continuous

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		issues that are debated in the House and committees. ▪ Increased knowledge of MPs and staff on public policy analysis. ▪ Committees effectively scrutinize budget. ▪ KNA enhances its integrity through the strengthening of the oversight functions.	assessments by MPs ▪ Press Reports ▪ Ex post evaluations ▪ CSO reports ▪ Bills Digests ▪ Citizens' surveys ▪ Parliamentary publications reviews	strengthening of research capacity. ▪ Willingness of Government departments to supply information requested for by KNA.
Results	▪ Provision of objective and non-partisan information. ▪ Increased sources of independent information. ▪ Enhanced effectiveness of committees.	▪ Less contradictions within Bills with existing Acts of Parliament and the Constitutional provisions. ▪ Balanced research papers, which cover pertinent issues. ▪ Number of MPs and staff who can analyse the Budget has increased ▪ Production of research papers, which anticipate as well as reflect demand increases.	▪ Feedback reports from MPs. ▪ Research papers ▪ Performance evaluation reports ▪ Reviews of Parliamentary research papers	▪ Continuous strengthening of committees and researchers' analytical capacity ▪ Increased capacity by the media to report on parliamentary issues

Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
		in the Media.	
■ Enhanced analytical capacity of MPs and staff when reviewing issues in the Chamber and committees.	■ De-mystification of KNA through publishing some research products.		
	■ Committees effectively scrutinize Bills.	■ Minister' responses to MPs queries.	
■ Committees have strengthened their oversight role	■ KNA is more effective in fulfilling its Constitutional mandate. Its integrity as a governance institution is enhanced.		
■ MPs and staff have deepened capacity to analyse the budget.			

ACTIVITIES	ASSUMPTIONS
Strengthening the analytical capacity of KNA • Review of the current analytical capacity of the institution. • Review Hansard votes and proceedings, Debates, Committee reports to determine analytical capacity required. • Recommend training programme.	• Research and committee staff works as a team. • Research and committee staff is able to develop required capabilities and skills. • Chairpersons are able to take research work seriously.
Enhancing oversight capacity of committees • Review oversight function of NAK as spelt out in the constitution. • Review current budget analytical skills of committees. • Evaluate need for external experts to assist committees. • Assess working framework for research involvement in committees. • Assess training needs on budget preparation and analysis (since all committees require knowledge in this area).	• Objectivity is respected. • Partner institutions remain active.
Provision of research and analysis • Organisational review of the parliamentary information delivery system. • Analysis of research needs for NAK. • Analysis of current sources of information for members. • Establishment of a research and analysis service to assist MPs and committees. • Training of research staff and MPs in research and analysis.	

2.3 Detailed Description Of Activities

Result Area 1: Strengthening the analytical capacity of members and committees

Jean Fabre (quoted in IFLA-95: 2) said "*what justifies the establishment of a parliament that makes the law on behalf of the people is the hope that the debates of the parliament, the collision of ideas, the disputes between different interests will cast light on the proceedings*". This means that the Research Department has a big challenge, that is, to prepare itself to analyse issues that come before parliament and committees.

A tentative list of issues that come before the KNA that need to be analysed include:

- Issues requiring ratification by the house e.g. COMESA;
- Bills, e.g. Terrorism Bill;
- Submitted proposed amendments to bills;
- Motions before the House; and
- Budget Issues.

In view of the above, the expected output under this section includes:

Output 1: Establishment of a research and analysis service for the KNA. The activities to be undertaken under this objective include:

- Review of the current analytical capacity of the institution.
- Review Hansard votes and proceedings, Debates, Committee reports to determine analytical capacity required.
- Recommend training programme.

Result Area 2: Strengthen the oversight role of committees

The extent to which a Parliament is able to hold the Executive accountable, is dependent on the effectiveness of parliamentary committees. Currently, most of the committee clerks are not specialized in any area. The provision of research and analysis to committees currently, is very minimal. This is despite the fact that committee reports produced by committees are the central nerve ending of legislative action. There is need to create essential research and analysis abilities in the fields of law, economics and politics to enhance the effectiveness of committees. The establishment of the research department will bring on board specializations, which will enhance the work of committees.

With this in mind, the following output is expected from the project:

Output 1: Strengthened capacity of committees to analyse policies and budgets
Output 2: Enhanced knowledge of MPs and committee staff to understand budgetary issues.
Output 3: Improved information base for policy reviews.

The activities to be undertaken to achieve the objective include:

- Review oversight function of KNA as spelt out in the Constitution;
- Review current budget analytical skills of committees;
- Evaluate need for external experts to assist committees;
- Assess working framework for research involvement in committees;
- Assess training needs on budget preparation and analysis (since all committees require knowledge in this area); and
- Evaluate performance mechanisms.

Result Area 3: Provision of objective and non-partisan information to MPs

In its relations with the executive branch the KNA appears to be relatively lacking in power. This is because the Executive (Government) has at its disposal large numbers of experts with specialization in various fields (law, economics, etc). These experts have sufficient time to prepare and bring to function draft legislation or any other documents to be submitted to Parliament. The KNA on the other hand does not have similar resources. This is despite the fact that it is expected to conduct an effective examination of major policy issues that are put before it by the executive. Currently, the main sources of information for the KNA are government departments and lobby groups. With this in mind, the following output is expected from this project:

Output 1: Establishment of a research department

The activities to be undertaken to achieve this objective include:

- Organisational review of the parliamentary information delivery system.
- Analysis of research needs for KNA.
- Analysis of current sources of information for members.
- Establishment of a research and analysis service to assist MPs and committees.
- Training of research staff and MPs in research and analysis.
- Training of staff in serving and processing and dissemination of information.

2.4 Duration and Action Plan

The timeframe for the different activities is summarised in the Implementation Plan.

Implementation / Action Plan – 15 October 2003 to 31 October 2004: Research Services

Activity	Pre-implement 15 –31 Oct	Implementation Period											Implementing Agent
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
Start-up Activities														
1. Finalising Consultants' Report	▓													▪ Consultants with PSC ▪ Donors
Project Implementation														
1.Development of job descriptions.			▓											PSC
2. Recruitment of staff (Head and research staff)		▓	▓											PSC
3.Induction programme for all staff on the workings of Parliament, research ethics, Separation of Powers				▓	▓									KNA senior staff
4.Training on work plans and performance management					▓	▓								External consultant
Project Implementation (cont.)														

Project Design For Legal, Research And Library – Kenya National Assembly

Activity	Pre-implement 15–31 Oct	Implementation Period												Implementing Agent
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
5. Development of Annual Work Plan for Department														• Head of Department • External Consultants
6. Training of research staff 3 Study visits Parliamentary research methodologies Writing skills Communication Policy Analysis Budget Analysis														• Donors (CIDA, Italian Embassy, SUNY) • PSC • Project Implement. Team • IT Specialist
Monitoring and Evaluation														
1. PSC Meetings														PSC
2. Project Implementation Team Meetings and Reports														Project Implementation Team
3. Donor Meetings														Donors
4. Mid-year review														Donors and PSC
5. Final Evaluation and External Audit														Donors and PSC

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2.5 Expected Impact On Target Groups

The project addresses the following beneficiaries:

- Presiding officers
- PSC
- MPs
- Clerk of NAK
- Committees
- Library
- The Gender Caucus group
- The Public Relations department.

The effectiveness of the KNA will be enhanced as follows; the legislative process will be strengthened, the oversight role will be enhanced and various constituents will have an input in the legislative process. The quality of documents produced by KNA will be improved. The information delivery system will be improved. The visibility of KNA as an institution of governance will be raised through the dissemination of some of the research papers. The expected impact on the target groups is as follows:

Target	How it will improve situation of target groups	How it will improve the technical and management capacities of target groups or partners
Presiding Officers	Presiding officers will be able to obtain background research material for conference documents.	Enhance capacity of the Presiding officers to liase with donors.
PSC Members	The PSC members will be able to obtain comparative information on the operations of similar organisations such as PSC.	Enhance capacity of PSC to manage donor-funded projects.
Members of Parliament	The provision of research services to KNA will ensure that there is expert analysis on issues debated by Parliament. This is because Parliament will be able to access both internal and external expertise. ♦ Through the employment of budget specialists, Parliament's capacity to ensure financial regularity and financial accountability by the Executive will be enhanced. ♦ The provision of research services will have a profound effect on the performance of MPs duties in the Chamber and committees and during their work of representation in the constituencies. ♦ The training programmes for MPs will enhance their analytical capacity. ♦ Project would create space for policy institutes to participate in the process of governance through provision of expert advice to MPs and committees.	Will increase knowledge of MPs on public administration.
Clerk of National Assembly	The Clerk will be able to get research assistance on practices, procedures and material for Parliamentary conferences.	The Clerk's knowledge on result based management and performance management will be increased.
Committees	The Committee system is the engine of any parliamentary system. It is where real politics take place. The effectiveness of Parliament	It will enhance knowledge of committee secretariat on issues of result-based

		management.
	is heavily dependent on the capacity of committees. The provision of researchers based on themes or subject matter will ensure the development and accumulation of the necessary knowledge by MPs, and committees.	
Library	The Library will be assisted by the researchers in the acquisition of reading material relevant to Parliamentary work. Some of the research papers will be deposited in the Library.	It will assist library staff in the acquisition and procurement of relevant reading material.
Media	The Media will be able to publish some of the research papers and thereby enhance the visibility of KNA as a governance institution.	Enhance capacity of media to report on Parliament.
Parliamentary Associations	Research papers produced by the department will be presented at local, regional and international fora.	
Public Relations Department	Will use research material to raise visibility of KNA	
Gender Caucus Group	Will use research material to mainstream gender in Parliament.	It will enhance Gender Mainstreaming in policy formulation, analysis and evaluation
Accounts Department	Will enhance capacity of the department to manage donor-funded projects.	It will enhance knowledge of committee secretariat on issues of result based management
Research Staff	Will develop research and analytical skills relevant to a legislative environment on public administration issues	It will enhance the knowledge of the Department in project and result based management

2.6 Multiplier Effects

The establishment of a research department will go a long way in strengthening the KNA performance through:

- Bridging the gap between the people and governance processes;
- Strengthening the principles of separation of powers;
- Empowerment of Parliament a governance institution; and
- Enhanced respect from the public of Parliament as an institution of governance.

The KNA will finance the activities when the project ends.

There will be local ownership of action outcome.

The structural impact of the project will include:

- o Improved legislation
- o Improved oversight capacity of KNA
- o Improved management structures.

PART TWO C: PROJECT DESIGN

2.   LIBRARY SERVICES

2.1   Overall Purpose[5]:

The overall purpose of the project is to ensure the effectiveness of the KNA as an institution of governance, enhanced through the development of information and legal services. In order to achieve this, the project entails the design of proposals to improve the Parliamentary Library, establish a Research Centre and a Legal Services Department.

2.2   Specific Project Purpose

In order to achieve the overall purpose as stated above, the specific purpose of this component of the project is to improve the Parliamentary Library.

The outputs of the project include:

- A Needs Assessment Report
- A Project Design Document
- A Plan for Implementation of the project.

The objective of this project is to:

1. Improve the library services of KNA

2. Improve the library services to committees

3. Improve the library services to Members of Parliament

4. Improve the library services to Parliamentary staff

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[5] See Logical Framework below for detailed description of the project

2.3 Logical Framework: Library Services

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall Objectives	The effectiveness of the KNA as an institution of governance, enhanced through the development of information services.	• Improvement in quality of debates • Members contribute to Bills and policy issues effectively.	• Hansard reports • Committee Reports • Media Reports • Conference reports • Surveys on citizen's perception of the KNA	• Resources and internal capacity available for the further development & implementation of the project • In all result areas institutional support measures will be adequately addressed and incorporated
Specific Objectives	To improve the Library Services of the Kenya National Assembly.	• Increased demand for Library Services by Committees, MPs and Parliamentary Staff.	• Reports of the Library Staff. • Feedback from the users of the Library	

Project Design For Legal, Research And Library – Kenya National Assembly

	Intervention Logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Expected results				
	1. Improvement of the Library Services	- Increase in the demand for current and relevant information by users. - Quick retrieval and dissemination of information.	- Current Awareness Bulletin. - Computerised Bibliographic data - Press Cuttings - Reports of the Library Department.	- Positive responses from staff on organisational development and change - There is sufficient budgetary support from the PSC to sustain the project in the long term.
	2. Improvement of Library services to the Committees.	- Increase in the demand for relevant information by Committees. - Increased participation by Members in the Committees.	- Committees Reports. - Computerised Database of Information on Committees. - Minutes of Committee meetings - Feedback from Committee Chairpersons - Hansard Reports. - Newspapers coverage of Members.	
	3. Improvement of Library Services to Members of Parliament	- Increase in the demand for relevant and current information by MPs. - Improvement in the quality of Members participation in debates.		
	4. Improvement of Library services to Parliamentary Staff	- Increase in the demand of information services by staff. - Decrease in the use of external information services. - Increase in the number of Private Members' Bill - Newspaper reports on the activities and performance of Members - Feedback from Members	- Annual Reports of the Parliamentary Service Commission - Reports of the various Departments	

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2.4 Description Of Activities

The Library Department will undertake the following activities to achieve the results as indicated.

Result Area 1: Improvement of the Library Services
- Review of the current operations of the Library
- Improvement of Library functions such as Acquisition, Reference, Lending, Press Cuttings, Current Awareness, Selective Dissemination of Information, Inter-Library Loan, Photocopying, Internet Access, Networking and User Education.
- Improvement of Information Processing and procedures
- Adoption of new information technologies
- Staff Training
- Purchase of Equipment, refurbishment of Main Library and opening of new Library in Continental House.
- Recruitment of staff and reorganisation of the current structure

Result 2: Provision of Library Services to Parliamentary Committees
- Selection and Acquisition of materials relevant to subject areas covered by Committees.
- Processing of Committee reports.
- Setting up of a database for Information relating to Committees.

Result 3: Provision of Library Services to the Members of Parliament
- Acquisition of relevant materials including books, journals, official documents, reports and non-book materials.
- Establishment of Cyber cafes in the two Libraries.
- Establishment of a Website for the Library
- Processing of information collected by MPs in Workshops, Seminars, Conferences and overseas trip.
- Preparation of Biographies of past and current Members of Parliament.
- User Education for Members
- Expansion of the sitting capacity.

Result 4: Provision of Library services to the Parliamentary Staff
- Selection and acquisition of relevant information sources.
- Establishment of Cyber Cafes to facilitate access to Internet and subscribed relevant databases.
- User education for staff.

2.5 Duration And Action Plan

The duration of the project will be 12 months. The Implementation Plan below sets out the activities to implement the project during this period.

Implementation / Action Plan – 15 October 2003 to 31 October 2004: Library Services

Activity	Pre-implement 15–31 Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Implementing Agent
Start-up Activities														
1. Finalising Consultants' Report	█													Consultants with PSC Donors
Project Implementation														
1. Reorganisation of Main Library:														PSC
Stock		█	█	█	█	█								
Furniture		█	█	█	█									
Equipment		█	█	█	█									
Weeding		█	█											
2. Information Processing, storage, retrieval and dissemination		█	█	█	█	█								
3. Setting up a new Library at Continental House		█	█	█	█	█	█	█	█	█	█	█	█	PSC
4. Selection and Acquisition of New Library Materials and Equipment		█	█	█	█	█								Personnel
5. Recruitment of Library Staff		█	█	█	█	█								Head of Department
Project Implementation (cont.)														

Activity	Pre-implement 15–31 Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Implementing Agent
6. Training of Library Staff:														• Donors • PSC • Project Implement. Team
• Information processing, Use of New Information Technologies in Library work and Bibliographic Data Base Management Using UNESCO software CDS/ISIS			▓											
• Study Visits											▓			
Computerisation of the two Libraries			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	PSC
User Education				▓			▓			▓			▓	PSC
Monitoring and Evaluation														
1. PSC Meetings		▓	▓			▓	▓					▓	▓	PSC
2. Library Committee Meetings and Reports			▓				▓				▓			
3. Project Implementation Team Meetings and Reports		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	Project Implementation Team
4. Donor Meetings		▓	▓			▓	▓	▓	▓				▓	Donors
5. Mid-year review							▓	▓						Donors and PSC
6. Final Evaluation and External Audit												▓	▓	Donors and PSC

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2.6 Multiplier Effects

The project addresses the following beneficiaries:
- PSC
- Committees
- Members of Parliament
- Parliamentary staff.

The effectiveness of the functions of the Kenya National Assembly, in carrying out its oversight, lawmaking and representative functions will be enhanced as follows:
- Improvement in the functioning of the PSC in carrying out its mandate.
- Improvement in the functioning of the House.
- Improvement in the performance of Committees in carrying out its mandate.
- Improvement in the performance of Members in the House and Committees.
- Improvement in the functioning of administration.

2.7 Expected Impact On Target Groups

Improvement of the Library will go a long way in strengthening the performance of the KNA, through:
- Empowering parliament as a strong institution of governance.
- Increased participation of Members of Committees.
- Improvement in quality of Members participation in debates.
- Increase in the use of external information sources.
- Facilitating
  - Improved legislation.
  - Improved oversight capacity of Kenya National Assembly.
  - Improved management structures.

In order to ensure sustainability:
- The Kenya National Assembly will finance the activities when the project ends.
- There will be local ownership of action outcomes.

TARGET GROUP	IMPACT ON TARGET GROUP
PSC	Improvement in the functioning of the PSC in carrying out its mandate
Committees	• Improvement in the performance of Committees in carrying out its mandate • Improvement in the quality of Committee Reports
Members	Improvement in the performance of Members in the House and Committees
Clerk	Improvement in the functioning of the Administration

PART TWO D: PROJECT DESIGN

2.   ARCHITECTURAL DESIGN BRIEF

2.1   Main Parliamentary Library

The proposal is weighed heavily on the fact that the main Parliamentary Library, as it exists now, is worthy of architectural merit.

Any intervention proposed has to be 'in keeping' with the current architectural language which could be described as modern-classical. Modern in its external use of materials and classical in its internal selection of materials; in this case timber panelling. It is also noticeable that when viewed internally, the window panels infuse a sense of modernism through the use of geometry.

We therefore propose that the additional space; mezzanine created would complement and compliment the existing space through the use of mahogany timber panelling and modern atmospheric ceiling which will house lighting systems to provide the required luminance levels necessary in a library. The proposal aims to retain the same modern and classical atmosphere.

2.2   Loans, Reference, IT and Audio Visual Library, 1st Floor Continental House

The space has been recently refurbished and has a modern corporate feel. Our proposal therefore aims to retain the existing corporate feel with minimum intervention.

The main intention is to therefore enhance this corporate feel with the provision of Internet facilities in a well designed area screened off using modern screens to evoke a sense of the corporate work place.

There will be an audiovisual centre with adequate audiovisual material and equipment. It will not be necessary to sound proof this room as it is expected that users will make use of headphones. This will serve two purposes; ensure confidentiality and reduce noise levels in the library. Parliamentary staff will also be catered for. There will be two offices for the librarians, together with a pool working area with photocopy facilities Members of Parliament's convenience.

Shelves will be provided to house loans material for short-term loans for use by the Members of Parliament.

It is expected that the information management system will link this library to the main parliament library through the use of a parliamentary Internet system.

In the short-term, we propose the provision of data trunking in the library, which will complement the long-term ICT development plans of parliament. The intention is to ensure that the resources available to parliament in the information sector; library, research and legal centre are linked.

A reading/waiting area will be provided for the convenience of parliamentarians. A strategically placed television will be provided for use during news broadcasts.

2.3 Legal & Research Centre

We propose that the floor space procured at Harambee plaza will have sufficient space to cater for an ideal Legal & Research Centre based on ideal best practice in the region.

The proposed space is designed to have a modern corporate outlook. The intention is to create an atmosphere that will reinforce parliamentarians out look as Kenya's Chief Executives.

The space will require modern ceilings with adequate lighting systems. There will be well-designed offices, well lit waiting areas and adequate shelving for reference material.

The offices will be designed with privacy in mind. The glazing panels used will be translucent to ensure both adequate lighting levels are obtained and privacy is maintained.

2.4 Archive Room, County Hall

In proposing to modernise the library, it is expected that new material will be procured and that the provision of modern information and Technology Systems, may necessitate archiving some of the material in use.

We therefore propose that the county hall archives are refurbished to ensure weather tightness and extra shelves are provided to ensure that its archive role is fully utilised.

2.5 Methodology & Implementation Schedule

The proposed technical approach and methodology is explained to cover all the project components. The exception being the main parliamentary library where works may have to be phased to ensure users continue to enjoy the benefits during construction.

The requirements of the Terms of Reference together with our analysis of the same coupled with information collected during the research phase have all been used as a basis for the methodology.

2.6 Consultants

It is expected that this document will serve as a design and implementation brief for use by the appointed consultants.

The proposed consultants are:-

- Lead consultant – Architect; to design, specify and administer the construction/refurbishment contract.
- Quantity Surveyor – To ensure that the design is within the proposed costs, prepare Bills of Quantities and carry out valuations during the construction period.
- Structural Engineer; to design structure & ensure suitability of structures, particularly in the main parliamentary library where a mezzanine floor is proposed.
- Services Engineer; to design the service components of the project; lighting, ventilation, water reticulation, to prepare Bills of Quantities for the same and to assist the quantity surveyor carry out valuations of the same during construction.

We recommend that the consultants be appointed immediately after this report has been approved. We expect that the pre-tender design and specification works including calling tenders and analysing the tenders so as to appoint contractors should not take more than eight weeks.

We recommend that designers/contract administrator's fees be based on CAP 525 of the laws of Kenya.

2.7 Consultants Methodology

- Reviewing project implementation document, which includes the design brief.
- Finalising the approved design.
- Preparing specification documents & Bills of Quantities.
- Calling tenders.
- Analysing the tender returns.
- Awarding contracts.
- Administering the building contracts including inspection of the construction works.
- Administering the defects liability period and inspecting rectified defects.
- Delivering "As-built" drawings to the safe custody of parliamentary officers.

2.8   Contractors

We recommend that advertisements for contractors be done immediately this project document is approved. The advertisement should follow the current Public Procurement Guidelines.

In order to ensure that works of this calibre are undertaken by technically and financially competent companies, the pre-qualification conditions will have to be stringent and may contain restrictions in any or all of these areas:-

- Evidence of technical ability.
- Evidence of financial ability.
- Evidence of ongoing work.

It is expected that the contractors will tender for the works and the winning contractor (who may not necessarily be the lowest) will carry out the works. It is expected that whether the works are tendered together or separately, they are to take place concurrently.

The expected contract/construction period is forty (40) weeks.

This means that the proposed works described in this report, if implemented in the specified manner should take approximately forty eight (48) weeks, including consultants' pre-tender activities.

It is expected that the main parliamentary library will take the bulk of the time given that works will be phased.

2.9   Phasing

Implementation of the proposed works to the main parliamentary library will require phasing. This is because it is envisaged that parts of the library will still be in use when parliament is in session.

In order to ensure that the phasing arrangements are successful, it will be necessary to renovate/make good the existing County Hall Archives which will then be used to store/archived material from the parliamentary library while works are in progress.

It is also expected that given the fact that the Continental House Library will require the least amount of work, some of the functions of the Main Parliamentary Library could be relocated to the Continental House Library during the works.

2.10 Phasing Methodology

County Hall Archives & Continental House

County Hall Archives to be made good and Continental House works commence. These two activities will take place concurrently with the archive works expected to be completed earlier.

It is expected that both the County Hall Archives and Continental House Library will be complete in six weeks.

This means that six weeks from commencement of main works, some functions of the Main Parliamentary Library then be relocated to allow for Main Parliamentary Library works to commence.

Main Parliamentary Library

Some functions of the main parliamentary library can be relocated to the Archives; storage and Continental House; loans and reference.

The Main Parliamentary Library will then be screened off to create two spaces served by the two existing external doors. Works to the rear, to create a mezzanine space, reading room below and shelving above will commence.

On completion, there will be a transfer of functions and works will then commence in the front area to create offices and a waiting area. It is expected that once this area is complete, the screens will then be removed to allow for the integration of the space and subsequent usage.

2.11 Costs

We have endeavoured to provide estimated costs for the proposed physical development. The cost estimates are based on prevailing market rates for the proposed measured items.

In order for the proposed works to be implemented effectively an additional 10% should be allowed for expected variances. This is because the proposed works will take place in existing spaces and may be that there will be "items of discovery".

2.12 Duration and Action Plan

The Duration of the project is 12 months. The Implementation Plan follows below:

Implementation / Action Plan – 15 October 2003 to 31 October 2004

Activity	Pre-implement 15-31 Oct	Implementation Period												Implementing Agent
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
Start-up Activities														
1. Finalising Consultants' Report	X													Consultants with PSC Donors
Project Implementation														
1. Recruiting consultants & Advertising for contractors		X	X											Donors/PSC Approval
2. Consultants design & tender activities.			X	X										Consultants
3. Tender Returns Analysis				X	X									Consultants
4. Awarding Tenders and Construction					X	X	X	X	X	X	X	X		Consultants
5. Approvals by parliament			X											PSC
6. Handover and Defects Liability													X	Consultants PSC

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PART THREE: PROJECT IMPLEMENTATION PLAN AND COSTS

3. PROJECT IMPLEMENTATION FRAMEWORK

3.1 Contractual Arrangements

A project partnership agreement will be entered into between the PSC and development partners (DGSP/EU and DFID), and will document the common project basis between the partners based on the agreed project activities and implementation plan. Disbursements of funds will be on a quarterly basis in advance, based on the understanding that continued payments by the development partners would be based on receipt of the required reports and returns. Recent PSC audits or other evidence of financial systems integrity may be required prior to the project being funded.

3.2 Management Arrangements

1. A steering committee appointed by the PSC will oversee the implementation of the project. The committee has already been appointed, and is chaired by the Clerk to the National Assembly. A Project Manager will be appointed by the Steering Committee, who will also act as the liaison with the development managers. The Project Manager will be responsible for preparation of monthly reports on the project progress, and for regular monitoring and control of the project. The monthly progress reports will be discussed at monthly joint Steering Committee/ Development Partners meetings, before presentation is made to the PSC, preferably on a monthly basis.

2. Technical co-ordinators will be identified by the steering committee for each of the project components, and will report to the Project Manager on their respective components on a monthly basis. They will be responsible for the preparation of the detailed component work-plans and projections, and will directly supervise implementation of the component's activities.

3.3 Contracts and Procurements

1. The contracting of any consultants will be done between the PSC and DGSP-EU/DFID working in close consultation.

2. Procurement of all equipment and capital items will be done by the PSC in accordance with the established government laws and regulations.

3.4 Financial Reporting and Accounting

The Accounts Controller will account for the project funds on a monthly basis. In addition to the PSC's internal auditing procedures, an independent external auditor will audit the financial accounts upon the project's completion.

3.5 Monitoring and Evaluation

Monitoring and evaluation will be an on-going process in terms of the required regular reporting on progress. A mid-year and an annual review will be undertaken to review the outputs and impact of the project.

3.6 Cost Estimates: Construction, Furniture and Fittings

3.6.1 Existing Library at Parliament Buildings

1.	New Mezzanine Floor & Staircase	1,058,000.00	
2.	New Hunter Douglas Ceiling all through	850,000.00	
3.	New light fittings	250,000.00	
4.	Glazed partitioning and redecorating existing walls	765,000.00	
5.	Doors	185,000.00	
6.	Making good existing woodblock floor and laying new carpet all through	1,045,000.00	
7.	Furniture & fitting	3,600,000.00	
8.	Structured cabling	500,000.00	
9.	Contingencies	<u>730,000.00</u>	8,983,000.00

3.6.2 Continental House Library

1.	Partitioning	700,000.00	
2.	Furniture & fitting	3,400,000.00	
3.	Structured Cabling	600,000.00	
4.	Contingencies	<u>500,000.00</u>	<u>5,200,000.00</u>

C/F		14,183,000.00

B/F		14,183,000.00

3.6.3 Legal Research Centre at Harambee House

1.	Ceilings (New suspended acoustic ceiling)	1,200,000.00	
2.	New light fittings	460,000.00	
3.	Glazed partitioning and redecorating existing wall	2,850,000.00	
4.	Doors	613,000.00	
5.	Refurbishing washroom	641,000.00	
6.	Making good existing floor & laying new carpet	2,770,000.00	
7.	Furniture & fittings	5,430,000.00	
8.	Structured cabling	700,000.00	
9.	Contingencies	1,340,000.00	16,004,000.00

3.6.4 County Hall

1.	Replacing wood blocks with heavy duty tiles	200,000.00	
2.	Redecorating ceiling	50,000.00	
3.	Redecorating wall	60,000.00	
4.	Furniture	1,300,000.00	
5.	Contingencies	150,000.00	1,760,000.00

3.6.5 Preliminaries
3,000,000.00

3.6.6 Professional Fees (15% of Subtotal)
6,000,000.00

Sub -total
40,947,000.00

3.7 Cost Estimates: Library, Research and Legal Services

Activities	Cost: KSh	KNA's Contribution	Donors' Contribution
Recruitment of staff	1,500,000.00		1,500,000.00
Staff Salaries	20,000,000.00	20,000,000.00	
Induction Programme on the operations of the National Assembly	200,000.00	200,000.00	
Pre-implementation Activities: 1. Workshop on project scope, procurement procedures and disbursement of funds 2. Workshop on Change Management 3. Workshop on Teambuilding 4. Workshop on Performance Management	250,000.00 250,000.00 250,000.00 250,000.00		250,000.00 250,000.00 250,000.00 250,000.00
Phased Study Visits for 18 persons	10,000,000.00		10,000,000.00
Training: Seminars: 1. Policy Analysis, Research Ethics 2. Committee work 3. Communication Skills 4. Project management 5. IT and database management 6. Information Processing 7. Performance management 8. Strategic Planning Workshop 9. Work plans Professional fees/ consultancies	9,000,000.00 3,000, 000 .00		9,000,000.00
Internal Meetings: 1. To introduce the Research and Legal Department to the Institution 2. To discuss study visits 3. Internal evaluation of progress of project 4. To compile final report	200,000.00	200,000.00	
Expected publications: 1. History of the KNA	5,000,000.00		5,000,000.00

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Activities	Cost: KSh	KNA's Contribution	Donors' Contribution
2. Role and Functions of the KNA 3. Office of the Presiding Officers 4. Role and functions of KNA committees 5. Role of Chief Whip 6. Role and functions of MPs 7. The Budget Process 8. Women and Parliament			
Procurement of IT infrastructure and all equipment: 1. Advertisements and Evaluations for procurement 2. Procurement of IT Hardware (35 computers) 3. Procurement of IT Software 4. Development of Website 5. Electronic Networking 6. Printers 7. Photocopiers 8. Audiovisual Equipment 9. Reprographic Equipment 10. Microfilming Equipment	500,000.00 3,500,000.00 2,000,000.00 500,000.00 2,000,000.00 1,000,000.00 1,000,000.00 500,000.00 2,000,000.00 18,000,000.00	18,000,000.00	3,500,000.00 2,000,000.00 1,000,000.00 2,000,000.00 1,000,000.00 1,000,000.00 500,000.00 2,000,000.00
Acquisition of Library Materials	7,000,000.00		7,000,000.00
Monitoring and Evaluation	1,000,000.00		1,000,000.00
10% Contingency	8, 890,000.00		8, 890,000.00
Subtotal	**97,790,000.00**	**38,400,000.00**	**59,390,000.00**
TOTAL	**138,737,000.00**	**38,400,000.00**	**100,337,000.00**

APPENDIX I A: DETAILED FINDINGS OF NEEDS ASSESSMENT FOR LEGAL SERVICES

Scope of Legal Services

DOMAIN	CURRENT STATUS
Understanding of what provision of legal services entails	• There is a clear understanding of why the Parliament of Kenya needs a Legal Services Department. • There is a fair understanding of what types of services the Department could provide to the beneficiaries of its services. • The Members and staff are fairly clear about how they will use the services of the Legal Services Department.
The sourcing of legal advice	Currently the National Assembly uses the services of the Attorney-General's (A-G) Office and Private Legal Firms to provide it with legal services. These services include: • Litigation on behalf of the Speaker and the Clerk • Drafting of contracts • Conveyancing services
Beneficiaries of Legal Services	All the interviewees agreed that the following should be the beneficiaries of legal services in the National Assembly of Kenya: • The PSC • Speaker • Committees • Members of Parliament • Clerk of Parliament
Type of Legal Services to be provided	All the interviewees agreed that the Legal Services Department should generally provide the following types of services: • Drafting services - bills, amendments, rules, motions, resolutions, etc. • Legal advisory services, including litigation

Analysis

There is a clear understanding of why the National Assembly needs a Legal Services Department and a high level of understanding of what is required of such a department.

Currently the National Assembly sources legal services from the Attorney-General's Office and private legal firms whenever these are required.

In its Strategic Plan, the PSC stated that the nature of the relationship with the A-G's office needed to change, since the relationship compromised the principle of separation of powers which were necessary for effective oversight of the National Assembly over the Executive. The PSC has also recognised the need for its own office to provide it with legal advice and representation in litigation. Those interviewed during the current project reiterated these views.

It is acknowledged that the A-G's office cannot cater to the needs of the National Assembly, since it is their mandate to give priority to bills from the Executive. They would not regard Private Members' Bills as a priority and so would usually not be expected to render assistance in this regard. The relationship between the National Assembly and the A-G's office has been described as cordial and the interviewees were anxious that this situation would prevail in future.

At times, there would be a need for close liaison between the parliamentary legal drafters and the drafters in the A-G's office. An example of this would be on the legal status of amendments to bills to ensure that these are not in conflict with any existing legislation.

The potential beneficiaries of legal services have a fair understanding of what types of services the Legal Services Department could provide to them. A few of the interviewees cautioned against being too ambitious with the establishment of this Department.

Senior staff would be recruited and it had to be ensured that there was enough work to keep the staff busy. This is especially applicable to the drafting services, since more than 95% of bills are introduced by the Executive and drafted by the A-G's office. The latter has a full department for drafting of legislation.

It would also be important to crosscheck whether similar amendments had not been passed previously, since there does not appear to be consistency in tracking which bills or amendments to bills had previously been passed. It has happened that similar amendments have been passed and some Acts have been declared null and void. This is very embarrassing to the National Assembly.

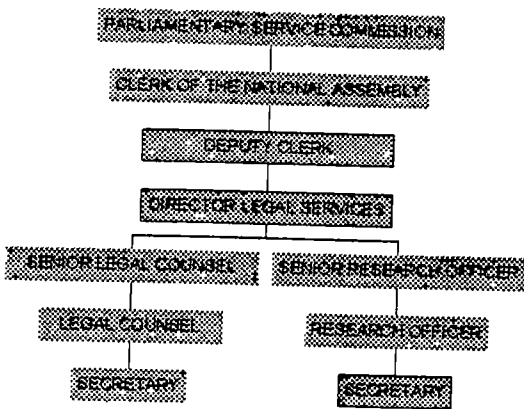| DOMAIN	BEST PRACTICE	RECOMMENDATIONS
Understanding of what provision of legal services entails		1. The core business of the Legal Services Department should be determined to provide clarity on its role and functions.
		2. Once the Legal Services Department has been established, all beneficiaries need to be informed of the services which the Department will offer.
The sourcing of legal advice	**South Africa** - the Law Advice Office is part of the Parliamentary Service and provides legal advisory and drafting services to Parliament and all components of the Parliamentary Services. It is an independent department headed by the Chief Parliamentary Law Adviser.	3. The department should be established within the next four months
	Uganda – the Department of Legislative Counsel is part of the administration of Parliament and provides legal services to Parliament, its committees and the Parliamentary Commission. It is an independent department consisting of two sections, namely, the Speaker's Counsel Section and the Committees' Counsel Section.	4. The nature of the department's future relationship with the A-G's Office needs to be determined to ensure an ongoing cordial relationship with that office
	Zambia – the Legal Department provides legal services to both Members and management of the National Assembly. It is an independent department which forms part of the National Assembly Administration.	
	Zimbabwe – The Legal Counsel office is part of the Parliamentary Administration and provides legal advisory and drafting services to the Speaker, Committees, Members and the Clerk. It is an independent department.	

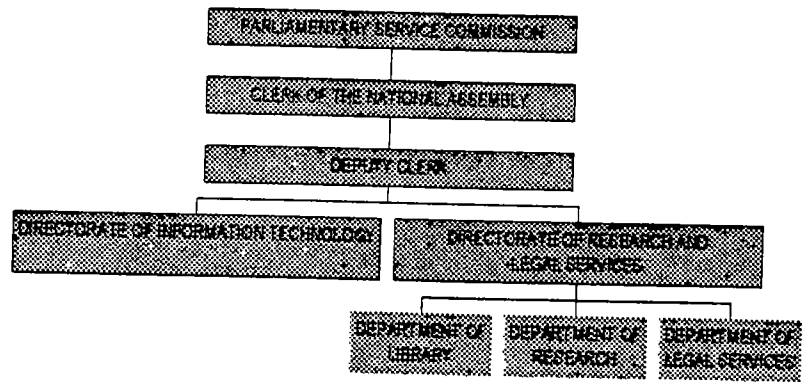| DOMAIN	BEST PRACTICE	RECOMMENDATIONS
Beneficiaries of legal services	The beneficiaries of legal advice in all the Parliaments studied are generally the same, namely: • The Parliamentary Service Commission, (where appropriate) • The Speaker • Committees • Individual Members of Parliament • The Clerk	5. We agree that the beneficiaries should be: • The PSC • Speaker • Committees • Members of Parliament • Clerk of Parliament
Type of Legal Services to be provided	In **South Africa, Uganda, Zambia and Zimbabwe** the Legal Department generally provides similar services to their respective parliaments, namely: • Drafting services - bills, amendments, rules, motions, resolutions • Legal advisory services, including litigation • Clerking of certain committees	6. We recommend that the Legal Services Department provides the following services: • Legal and procedural advice to the Parliamentary Service Commission (PSC), the Speaker, the Committees, the Members of Parliament and the Clerk of Parliament • Drafting Services to the PSC, Committees and Members of Parliament • Tracking of Bills • Bill analysis for use by Committees and Members, in close consultation with researchers • Drafting of contracts to be entered into between the PSC and contracting parties • Facilitating litigation on behalf of the PSC • Liaison with the drafters in the office of the Attorney-General on matters relating to Bills introduced by the Executive and individual Members • Advice to relevant Committees and the House on the status of delegated legislation and other statutory instruments

Institutional Arrangements

DOMAIN	CURRENT STATUS

Vision and Mission	**Vision** - Currently there is no Vision for the Legal Services Department
	
	Mission[6]
	• To develop legal services that are consistent and easily accessed by the PSC, the Speaker, Committees, Members of Parliament and the Clerk of the National Assembly
	• To recruit and appropriately train the highest quality staff that:
	
	    ○ possess the legal skills necessary to provide the beneficiaries of legal services with the appropriate legal advice and legal drafting services
	    ○ are committed to the principle that Parliament is the people's "watchdog of democracy"

Organisation Structure	In the Strategic Plan of the PSC, the following structure is proposed: In the Consultants' Report (the Three Nation Report) which reviewed the Strategic Plan, the following structure is recommended: Most of the interviewees suggested that 3 staff members would suffice for the moment. These would be Legal Counsel, Assistant Legal Counsel and Administrator/Secretary.

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[6] Extracted and adapted from Consultants' Report to the PSC on the Strategic Plan of Parliament, page 64 (The Three Nation Report)

Location of the Legal Services Department	■ The majority of the interviewees felt that the Legal Services Department should not be a part of the Research Department. ■ Most interviewees felt that the Legal Services Department would fit better in the proposed Legislative and Procedural Services Directorate. ■ The Steering Committee felt that the Legal Services Department would fit better in either the proposed Directorate of Corporate Services or the Directorate of Committees, Research and Library
Recruitment of staff	The following recruitment process takes place: ■ Job descriptions finalised by the Personnel Department ■ These are approved by a subcommittee of the PSC ■ An advertisement is drafted and placed in newspapers ■ An Interview Panel is appointed ■ Shortlisting of the candidates takes place The first 3 steps should ideally take about 3 - 4 weeks ■ Interviews are held with the candidates who have been short listed ■ The Interview Panel forwards its recommendations to the PSC ■ The PSC to approve the appointment of the recommended candidate. ■ The candidate undergoes a medical examination. ■ The candidate receives a formal letter of appointment. Ideally the recruitment process should take about 2 months. A number of staff interviewed during this project expressed concern at the delays experienced in the recruitment process.

Analysis

The overwhelming majority of the interviewees felt that the Legal Services Department should be a separate department within the proposed Legislative and Procedural Services Directorate[7], because of the relationship between the nature of services offered. An alternative view was that legal services should be located either within the Directorate of Corporate Services or the Directorate of Committees, Hansard and Library.

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[7] In the National Council of Provinces of South Africa legal and procedural services are regarded as being closely connected. The majority of the staff in the Procedural Services Section (Table staff) are lawyers who also provide legal advice. They often work in consultation with the Parliamentary Law Advice Office.

Another view was that the Legal Services Department should originally form part of the Legislative and Procedural Services Department and become a separate Department within 3-4 years, after this department has had an opportunity to function for a while. Another view was that the Legal Services Department should be a part of the Research Department.[8]

Currently there is no space allocated for the Legal Services Department. Members and staff are housed in 3 separate buildings and space in a 4th building has been acquired. This is not ideal, but is the best solution under the circumstances. Ideally the Legal Services staff should be close to the beneficiaries of their services, but in the case of the Kenya National Assembly a compromise will have to be reached. Some of the interviewees expressed concern at the length of time for some appointments to be finalised.

The following reasons were cited as possible contributing factors to the lengthy recruitment process:

- The PSC approves all appointments from Grades 1 – 9. This may take some time if they do not meet as regularly as expected
- Lack of space to locate new staff
- Lack of a dedicated Human Resources Department

There are two schools of thought regarding the reporting arrangements for the staff in the Legal Services Department, namely:

- that the Legal Counsel should report directly to the Clerk
- that the Legal Counsel should report to the applicable Deputy Clerk.

This matter needs to be considered in the light of the nature of services which this department will be offering and who the beneficiaries of these services are. If the department is expected to provide services to the Speaker, the PSC, Committees, Members and the Clerk, it is probably best for the Legal Counsel to report directly to the Clerk.

The beneficiaries need to have direct access to this department and should not be expected to follow the usual chain of reporting. Unless the South African example is followed where the Chief Parliamentary Law Adviser reports to the Deputy Clerk, but all beneficiaries have direct access to the Law Advisers' Office and to the incumbents.

Since this department is new to the National Assembly, it may not have a large pool of experienced drafters and lawyers to draw from.

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[8] As advised in the Consultants' Report to the PSC on the Strategic Plan of Parliament p. 63

Even though the incumbents may be fairly senior, they will have to be willing to be trained in the way in which parliamentary legal services are offered and the way in which the parliamentary environment operates generally. The incumbents are expected to provide legal services in a non-partisan manner.

One of the interviewees suggested the appointment of a part-time legal consultant to the National Assembly, who would be contracted whenever the need arose.

Advantages of this are:

- Use of the service only when necessary
- Optimal use human resources

Disadvantages are:

- Unavailability of an appropriate person when needed to provide the required service at the time when it is needed
- Lack of consistency in the provision of legal services to the National Assembly
- An institutional memory is not being built.
- Members could receive different advise on the same issue – the question then arises as to what the National Assembly's position will be.

DOMAIN	BEST PRACTICE	RECOMMENDATIONS
Vision and Mission	The following countries expressed their Purpose statements as follows:	7. Proposed Vision
	South Africa	The Legal Services Department provides quality, confidential and non-partisan legal services to the Kenya National Assembly
	Purpose: To provide a legal advisory and drafting service to Parliament and all components of the Parliamentary Service	8. Proposed Mission
	Zambia	
	The Legal Department provides legal services to both National Assembly management and Members of Parliament of the backbench. The Legal Counsel, assisted by the Deputy Legal Counsel, heads it.	We propose that the current Mission remains until the newly established Legal Services Department reviews it.
	Uganda	
	The Department of Legislative Counsel is charged with providing efficient and timely legal services to Parliament, its committees and the Parliamentary Commission.	

	9. We recommend the following Organisational Structures: 10. A minimum of two Legal Counsel, one administrator and one secretary to be appointed in the first year of the department's existence. 11. Ongoing monitoring of the department and a review of services should take place at the end of year one to determine whether the number of staff is still meeting the needs of the beneficiaries.
Organisational Structure	**South Africa** – When this office was first established, it employed 1 Law Adviser. After 2 years, an Assistant Law Adviser was appointed. Currently they employ 6 Law Advisers to cater to the increased needs. **Zimbabwe** – Employs 1 Legal Counsel and 1 administrative clerk trained in the management of a basic legal office.

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Location of the Legal Services Department	**South Africa** - the Law Advice Office is an independent department on its own, headed by the Chief Parliamentary Law Adviser. It is situated in the Clerk's Office.	12. The Legal Services Department should be an independent department, within the proposed Directorate of Legislative and Procedural Services– the department's location depends on what its core business will be. In the National Council of Provinces in South Africa, the legal and procedural services are combined – the staff provides both Table and Legal services.
	Uganda – the Department of Legislative Counsel is a Department on its own, consisting of two sections, namely, the Speaker's Counsel Section and the Committees' Counsel Section.	
	Zambia – the Legal Department is a department on its own which forms part of the National Assembly Administration.	
	Zimbabwe – The Legal Counsel Office is an independent department.	
Recruitment of staff		13. We recommend that the recruitment process, including the development of job descriptions, starts immediately to facilitate the implementation of this project.

Resources

DOMAIN	CURRENT STATUS
Budget	- The following is the allocation by donors for this project: - DFID: KSh 25m - EU: KSh 60m - Part of the money allocated by donors will be towards the setting up of the Legal Services Department over the next year - The PSC is expected to budget for the Legal Services Department from the next financial year – it is confirmed that this has been budgeted for.
Human Resources Strategy, e.g. staffing and training	- Currently there are no staff of the National Assembly that provide legal advice to the institution. All staff members in the Legislative and Procedural Services Department assist with the drafting of amendments, motions, etc. External legal advisers and the services of the A-G's office are used where applicable. - Most of the interviewees felt that the Legal Counsel should be at the level of Deputy Clerk and report directly to the Clerk. - The Strategic Plan and the consultants' report are silent on the issue of performance management. Currently the Parliamentary Services undertakes performance appraisal as determined for the public service – this has been described as inapplicable to the Parliamentary Services. - There is no formal induction plan to train the Legal Counsel in the workings of the parliamentary environment and its unique needs once they have been appointed. Some interviewees suggested that the incumbents might be sent to other parliaments for training.
Qualifications and Competences of staff	Currently these have not been determined.
Infrastructure (equipment and offices)	- No equipment and furniture, for example, computers and desks, are currently available for Legal Services staff - There is sufficient funding available from the donors to procure the equipment required to set up the Legal Services Department - The institution may be able to fund the equipment for the Legal Services Office if the donor funding is not sufficient - There is a serious lack of space in Parliament. A number of suggestions were made regarding the physical location of the Legal Services staff.

DOMAIN	CURRENT STATUS

Information	▪ Currently the library has the following legal information available:
	
	    ○ Statutes of Kenya
	    ○ Halsbury Statutes
	    ○ Kenyan Law Reports
	    ○ Selected publications of the Law Quarterly Review
	    ○ A few old law books
	
	▪ The Library has a working relationship with the A-G's library and this will continue even after the improvement of the Parliamentary Library.

Time	The donors expect this project to kick-off on 1 November 2003 and to be completed by 31 October 2004.

Analysis

The funding for this project is sufficient for implementation over the next 12 months. The amount allocated by the donors should be sufficient to cover the following for the next 12 months:

- The upgrading of the Library
- The establishment of the Research Centre
- The establishment of the Legal Services Department

The PSC is expected to cover the operational costs for the Research Centre and the Legal Services Department from the next financial year. The Deputy Chief Financial Officer confirmed that this has been budgeted for.

Most of the interviewees stated that the Legal Services Department should be established with a minimum number of staff members. This would prevent a situation where staff will not have sufficient work to keep them busy. The workload should be monitored throughout the phase of this project to determine whether the staff is sufficient to cater to the needs of the beneficiaries. It is important that there is clarity from the onset as to the types of services which this department will offer, since this may also impact on how busy this department could become.

There does not appear to be a comprehensive training or induction plan for the staff in this office. It was suggested during the interview process that the staff could be attached to a person in the Parliamentary Service for about two months in order to familiarise themselves with the operations of the Parliamentary Service. There are a number of Legal Drafting Courses available outside of Kenya, for staff to be trained if they do not already have these skills.

Currently the library does not have up-to-date legal resource material to cater to the information needs of the Legal Services Department. The department should have access to it own set of Statutes of Kenya, which would be kept in the offices of the Legal Services Department. The Library has a working relationship with the A-G's library and this should continue even after the improvement of the Parliamentary Library.

Once the Department is operating, the Head of Legal Services (the Legal Counsel) should liaise with the Head of the Library as to the types of materials which the Legal Services would need.

The donors expect this project to kick-off on 1 November 2003 and to be completed by 31 October 2004.

DOMAIN	BEST PRACTICE	RECOMMENDATIONS
Human Resources Strategy	**Reporting:** ■ South Africa – the Chief Parliamentary Law Adviser reports to the Deputy Clerk, but the beneficiaries of legal services have direct access to the incumbent and the department. ■ Zimbabwe – The Legal Counsel reports directly to the Clerk and Speaker. He is at the level of a Non-Accounting Permanent Secretary. **Training:** ■ South Africa – No formal training programme. Informal by way of: ■ Study visits ■ Interaction with provincial counterparts ■ On-the-job training ■ Zimbabwe – Takes place by way of: ■ Study visits ■ Formal drafting training Zimbabwe also has an Internship Programme funded by the State University of New York (SUNY). Third Year Law students are attached to the department to assist the legal counsel with legal research.	14. For the first year of the department's existence, at least, the Legal Counsel could report to a Deputy Clerk. This may be reviewed after 1 year to determine whether the department should become an independent Directorate. The Legal Counsel could be either at Level 4 or 5 on the establishment. 15. A comprehensive Human Resources Development Strategy is developed for the Parliamentary Service, which would include performance management. 16. The 2 Legal Counsel are exposed to the functioning of Legal Services Departments of other Commonwealth Parliaments within the region and outside through study visits. 17. The Legal Services Department maintains a cordial relationship with the A-G's office and establishes links with other relevant legal institutions.

DOMAIN	BEST PRACTICE	RECOMMENDATIONS
Qualifications and Competences of staff	**South Africa** - The following are some of the qualifications and competences required: ■ At least a LLB degree ■ Sound knowledge of Constitutional Law and the South African legal system ■ Ability to work in a non-partisan manner ■ Ability to command the respect of Members **Zimbabwe** – The following qualifications and competences are required: ■ At least a LLB degree ■ Registered with the Law Society of Zimbabwe ■ Sound knowledge of Constitutional Law and the Zimbabwean legal system ■ Ability to work in a non-partisan manner. ■ Ability to command the respect of Members ■ Networking links with other relevant organisations in the country	We recommend that: 18. The 2 Legal Counsel should have sound knowledge and understanding of Kenyan Law and the Kenyan legal system 19. At least 1 experienced drafter is appointed – advisably the Legal Counsel 20. It is not necessary for the Assistant Legal Counsel to be a drafter, but the person must have the potential to acquire the skills 21. The Administrator should be a paralegal or at least have the potential to be trained as a paralegal 22. Careful consideration is given to the attitude and style of working of the incumbents since the parliamentary legal environment is different to the corporate legal environment.

DOMAIN	BEST PRACTICE	RECOMMENDATIONS

Resources:
 	
 Budget
 	
 Infrastructure – office space and equipment
 	
 Information
 	
 Time
	Office Space:
	
	 South Africa - The office is located in close proximity to the offices of the Speaker and the Clerk.
	
	 Zimbabwe – The Legal Counsel Office is an independent department, housed in the same building as the Speaker and the Clerk.
	
	 Alberta Legislative Assembly – The 2 Parliamentary Counsel maintain offices within the Legislature when the House is sitting and in the Legislature Annex during the remainder of the year.
		23. We recommend that the aspects of this project to be funded by the donors and that to be funded by the PSC be determined for inclusion in the Project Design.
		
		 24. We recommend that since Parliament did not budget for computers for the Legal Services Department in the current financial year, that the EU/DFID project purchase IT hardware and software for this department.
		
		 25. The following options may be considered for an office location for the Legal Services Department:
		  a. Harambee Plaza - the institution still has to acquire this space, but the finances for renting are available[9]
		  b. Main Parliamentary Building
		
		 26. We recommend that credible legal journals and other relevant materials be identified with the staff in the Legal Services Department.
		
		 27. We recommend that the Steering Committee monitor the project implementation to ensure that the project is completed on time.

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[9] Issues to be considered with this option are accessibility to Members, proximity to Parliament and security of the location since it is a privately owned building. Parliament will be renting space in this building and will therefore not have total control over access to the building.

APPENDIX I B: DETAILED FINDINGS OF NEEDS ASSESSMENT FOR RESEARCH SERVICES

Scope of Research Services

DOMAIN	CURRENT STATUS
1. Understanding of what parliamentary research services entail	▪ There is a mixed understanding of parliamentary research services *vis a vis* services provided by the Library. This is reflected in the strategic plan (2000 - 2012), the three nation consultants' report, and in consultations with Members of Parliament (MPs) and staff. Some feel that library services are research services. This is understandable given the numerous models of Parliamentary research models, which are housed by Libraries. ▪ The MPs clearly understand the role for a Parliamentary Research service in strengthening the Kenya National Assembly (KNA) as an institution of governance. They pointed out the potential of research to restore the proper balance between the executive and the legislature. They also acknowledge the role of research in enhancing the principle of separation of powers. They argued that the independence and integrity of Parliament would be greatly enhanced if research services were established for the KNA. ▪ Most of the MPs and committees acknowledge the role of research in enhancing the three core functions of Parliament: law making, oversight and representation. The MPs report that the oversight function of Parliament has not been strong. It is reported that the KNA is in the process of establishing a Budget office to enhance the oversight role of the KNA. ▪ Most of the respondents acknowledged the need for an integrated information delivery system, which is driven by Information Technology (IT).
2. Current research services	There is no research department. Clerks and library staff provide some basic research services on an ad hoc basis upon request by MPs. Library and committee clerks assist Members to locate information, but this is not done in a systematic manner. At some point in time, each committee had at least two clerks. One of the clerks was expected to provide the research service. This service is no longer provided. One committee clerk now only services the committees. Currently committees have minimal research services. There is currently no systematic provision of research services to committees. Consultations with Members revealed that some MPs have personal research assistants. Others depend on friends and relatives to assist with research. ·
3. Reactive vs. Proactive processes	There is no proactive provision of information to MPs. Research needs for MPs and committees are not anticipated in advance.
4. Research	The following sources of materials are currently being used to carry

DOMAIN	CURRENT STATUS
Resources	out research: ◆ Government reports ◆ Bound volumes of Hansard ◆ Old publications ◆ Newspapers ◆ Documents donated by the United Nations ◆ Committee reports ◆ Monographs Publications of Parliamentary associations (CPA, IPU)
5. Current Client base	Currently, the main clients of the minimal research services being offered are MPs " keen on pushing specific issues through KNA".
6. Interdepartmental Relations	
Research and Library	At present the Library is not service oriented providing the information required to undertake research. MPs reported that in most cases they have to purchase materials from their own financial resources.
Research and Committees	Consultations with clerks revealed that there is need to spell out the different roles for the researchers vis a vis clerks.
Research and IT	There is no computing infrastructure strategy to ensure effective information delivery.

Analysis

There is a high level of urgency to establish a research department. All the main stakeholders expressed interest in the products/services of the department. There is a lot of support from the leadership of the Institution, MPs and senior staff. The primary aim is to develop a research department that offers research services that cut across the spectrum of Parliamentary work. From the expectations it would seem that the kind of research service envisaged should be able to cater for provision of simple tasks such as simple factual information requiring minimum analysis to in-depth analytical papers requiring high levels of processing. Both Members and committee clerks welcome the provision of research services to committees.

There is a proposal to create a Budget Office to be manned by personnel with knowledge in this area. In some cases there was a mixed understanding of the role and functions of the research department vis a vis the Library.
This is to be expected since the work of the two departments is highly complimentary. There is however, not a clear understanding of the level of

analysis carried out by the two departments. In most established parliaments, the Library provides the research service. In the United Kingdom, Canada, and India, the research service is housed within the Library. The same is the case with Australia where the Parliamentary service has been part of the Library since 1997. In the United States of America, the research is an independent unit housed within the Library.

In many developing legislatures, e.g. Zimbabwe, South Africa, Egypt, Japan, Zambia, the research service is not housed in the Library. This is because the level of analysis provided by the two departments is different as shown in Figure 1.

LIBRARY   LIBRARY AND RESEARCH   RESEARCH

- Reference Material
- Newspaper Indexing
- Book Repository
- Lending Service
- Cataloguing
- Document Retrieval

- Information Files
- Subject Files
- Summary Papers
- Issue Briefs
- Reference Service

- Policy Analysis
- Bill Analysis
- Background Papers
- Comparative Analysis
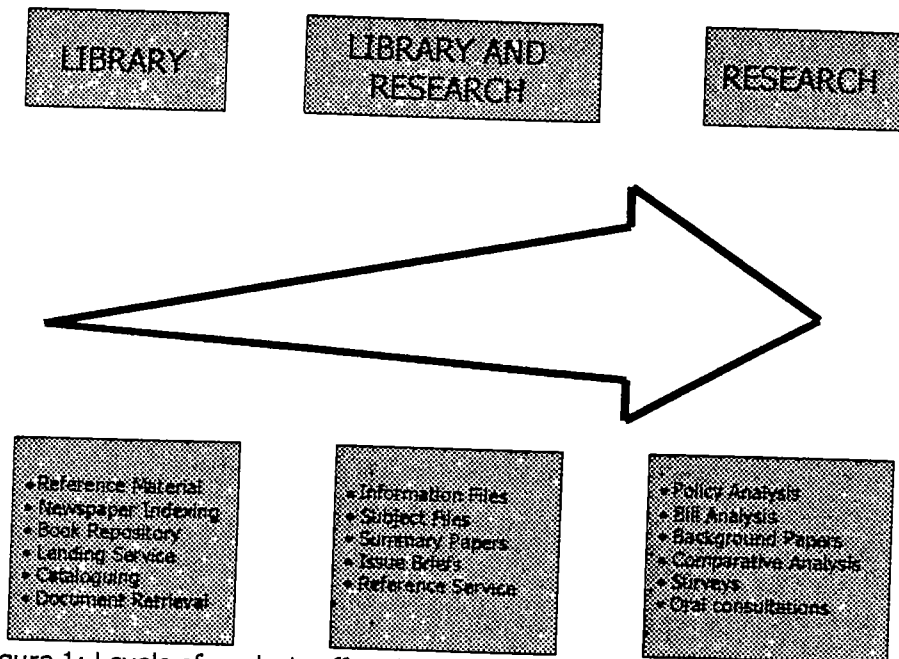- Surveys
- Oral consultations

Figure 1: Levels of analysis offered by the Research and Library departments. Adapted from Dr. L Gabriel, Parliament of South Africa, 2003, page 2

The research information offered to MPs and committees is of a different nature than that provided by the library. It is more an aggregation of knowledge beyond that found in libraries. The library offers information from information sources such as books serials, documents, databases, and bibliography quick reference and assistance.

The current client base comprise of a few MPs.   The sources of information are also limited. There is a big collection of Government documents in the Library. This is partly due to the fact that, until recently, Parliament was part of the public service. Currently, the library is operating as a traditional depository library. The minimal research undertaken utilises a lot of government material. Meetings with MPs and staff revealed frustration with the lack of relevant updated information and a general lack of confidence in the library as it is at presently run. If the Library is to provide support to research and committee services, then it is important to review its current holdings. The current material in the Library does not contain information of contemporary parliamentary relevance. The

monographs currently contained are not relevant to the workings of a modern Parliament.

The potential users have a fair idea of what they require from the department. Both MPs and staff welcome its introduction. The feeling is that the KNA is one of the few countries in the Commonwealth without a research department. Uganda, Zambia, Zimbabwe, South Africa, Namibia have a research department.

The role of committees in scrutinizing departmental policy presents a crucial requirement for research. Consultations revealed that the current legislative process requires that after the First reading of a Bill in the House it be referred to the relevant committee for scrutiny chapter by chapter. It is assumed that the different committees have the requisite knowledge and expertise to analyse the Bill in terms of its Constitutionality, and also to determine whether it does not contravene other existing pieces of legislation.

Consultations revealed that in most cases committees are unable to analyse and review these Bills. As a result committees do not make the appropriate policy options or amendments. It was reported that there are cases where amendments to a Bill have been made on the floor and not in the committees. It was reported that some Bills could not be implemented (e.g. the Roads Board Act); others caused unnecessary conflict between Government and the Legislature. There is therefore need for strong technical expertise to assist committees.

Other departments should provide some of the services the research department is expected to provide. Table research should be undertaken by clerks who sit at the Table in conjunction with the legal services department. The drafting of rulings, motions should be undertaken by the Procedural office. The Library should undertake indexing, cataloguing and some electronic searches.

The Strategic Plan recommends a model where research and library services are located in one directorate but operate independently. This model is also recommended by the consultants' report (p.68), which state that the model is the most frequently selected approach by developing legislatures throughout the world (South Africa, Egypt, Zimbabwe, Zambia, Uganda).

Domain	Best Practice	Recommendations

1. Scope and Focus of Research Services	The scope of services offered by parliamentary services varies in nature and depth. In Zimbabwe, South Africa, Australia, Zambia, Egypt the research service provides objective and non-partisan information to Members and committees.
	
	Zimbabwe: Provides research and analysis (value addition to information), oral briefs etc for MPs and committee work.
	
	South Africa: Research and Analysis for MPs and committee work.
	
	Australia: Multidisciplinary analyses and oral briefs for MPs and committee work.
	
	Canada: Multidisciplinary analyses
	
	USA: Legal research, preparation of hearings, oral briefs.
	
	UK: Highly specialized research.
	
	Zambia: Background papers, speeches, exchange of views, country briefs, sectoral reviews, anticipatory research.
		• There is need to clearly define the core business of both the library and research department to highlight their complementarity, synergies, role and functions. Based on best practice, the scope of services provided by the Research Department should include the following:
		
		  o Provision of analytical information in a non partisan and objective manner;
		  o Provision of analytical information to committees
		  o Provision of analytical information to Parliamentary delegations;
		  o Assistance with information required by MPs in their representation role;
		  o In depth research on technical issues e. g genetic engineering;
		  o Individually tailored papers;
		  o Fact sheets covering topics requested for by many MPs;
		
		However, it is recommended that in the embryonic stages of the development of the department, there should be concentration on a few high quality products such as research papers on topical issues, and Bills Digests.

2. Simple versus in	There is evidence that contemporary parliaments are moving from complex research characterized by too much detail and	It is recommended that the Research Department initially concentrates on simple research tasks

Domain	Best Practice	Recommendations
depth studies	analysis, to concentrating on issues on the Order Paper. The modern approach produces simplified research and information services. These are produced proactively i.e. before the issues are introduced in the House.	such as policy reviews and analysis (especially issues on the Order paper and should anticipate information requests).
3. Non Partisan and Partisan research	In most legislatures where there are Parliamentary research services, the research is non-partisan. In some cases however, there is also provision of partisan information as shown in the cases below; **United Kingdom** –Non partisan and partisan **Canada**-Non partisan and partisan **Australia**-Non partisan and partisan **USA**-Non partisan and Partisan **Zambia**-Non partisan **South Africa**-non partisan and partisan **Zimbabwe**- non partisan **Uganda**- non partisan	Although the different research units offer a variety of successful models to choose from, reading one's environment and responding to its needs is very important. Since this is a new development, it is recommended that the Parliamentary research department provides non-partisan information and then depending on the need, consider the provision of partisan research services at a later stage.
4. Conceptual model for the NAK	**There are three main parliamentary research models in the Commonwealth:** **1.Merging:** In this model the library and research are merged as in the **Australian Parliament.** In the **Canadian Parliament,** the research administration is encompassed within the organisational structure of the Library. In the **American Congress,** the research is linked to the Library but operates independently. In **India,** the Library, research and IT units fall within a unified structure called	The model recommended for KNA, is the variety model where both research and library are housed in one directorate, but operate as independent units. This is to enable the two departments to be creative and develop their scope of work. Locating the new department in the old and complicated organisational hierarchy of the library might hinder the desired independence of the department and undermine the enthusiasm and

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Domain	Best Practice	Recommendations
LARRDIS.	**2. Variety and independence:** In **Zimbabwe and South Africa**, the research and Library are stand alone units. Although they are housed under one directorate they operate as independent units. This was done to enable them to define their scope of services and to reduce bureaucracy levels. **3.Joint coordination** The third option is on coordination and joint supervision among research activities and parliamentary information services. In the American Congress, the department of research relies on the method of the work team that includes elements from research, library IT.	creativity of its staff However, considering the necessary cooperation and coordination between the Library and the research service, it is important that both of them be housed under one directorate
5.Client base	The current client base in most Legislatures include: Presiding officers, committees, and MPs. Different countries have a different client base as shown below: **Australia** – MPs **UK** – MPs, MPs staff, the public **Zimbabwe** –Presiding Officers, Clerk of Parliament, committees, MPs, Parliamentary committees **South Africa**-Parliament, committees, MPs **Zambia**- Presiding officers, committees, MPs, Parliamentary staff **Canada**-MPs, committees, Parliamentary Associations	In the case of NAK, it is recommended that the initial client base include: • Presiding officers • Clerk of the National Assembly • Committees • MPs • Public Relations Department • Gender Caucus group • General public
6. Research Products/ services provided	Different legislatures have different research products: **United Kingdom**-one stop shop for all information and in depth analyses; **Canada**-multidisciplinary analyses, advice, part of steering committee of committees; **Australia**-confidential oral briefs	There are a variety of products provided by research departments. The new department should not attempt to offer the breadth of services being offered by other established research services; rather, it should concentrate on a few high quality products such as policy reviews
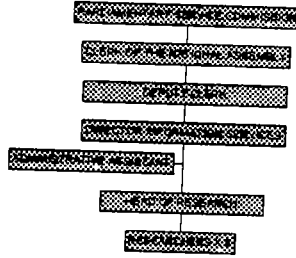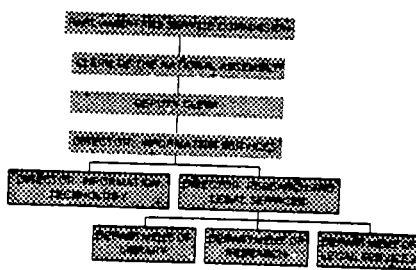
Domain	Best Practice	Recommendations
	USA-One stop information shop, legal research, preparation for hearings, special oral briefs.	on current topical issues. In the case of the NAK, it is recommended that the following services be offered and be reviewed from time to time: • Provision of background information to speeches for Presiding officers • Provision of background information for use by MPS in and outside Parliament in the execution of their Parliamentary duties • Provision of Policy reviews to committees • Analysis of Bills • Background information for conferences and workshops.
Drafting of Bills	In many **Commonwealth Parliaments, Australia, Canada, New Zealand, UK, Zimbabwe, South Africa, Zambia,** the Legal services department does drafting of Bills. The lawyers who undertake this service are trained in legal drafting. Not every lawyer can draft Bills.	It is recommended that drafting of Private Members' Bills be carried out by the Legal Services Department
Provision of Table Research	In many Commonwealth countries, clerks who sit at the Table in the Chamber undertake Table research. This is the case in **Zimbabwe, South Africa and India.**	It is recommended that one of the senior clerks be assigned to undertake Table research. This is because this research is not like ordinary research. It requires a deep understanding of Parliamentary practices and procedures.
Assistance with drafting motions and questions	In most countries in the **Commonwealth, UK, Australia, Zambia, Zimbabwe, Namibia, Malawi,** the Papers Office-Procedural Office carries out drafting of motions and questions for oral answers.	It is recommended that the Procedural office and not research department undertake drafting of motions and questions. The Research department will only be involved in the provision of background information when the motion is moved in the House.

Domain	Best Practice	Recommendations
7. Research and committees	Different Parliaments organize provision of research services to committees differently. In **Zimbabwe** each committee shadows a group of government ministries. In the **UK** system, committees shadow a single department and not a broad set of related ministries as in the Zimbabwean situation. In **South Africa, India, Zambia, Germany, the European Parliament**, the trend is to empower committees to examine government policies through provision of a mix of researchers who are generalists and specialists in specific areas such as finance, trade and environment. Different legislatures have expertise based on themes. The U.K has the following themes: - Economic Policy and Statistics - Business and Transport - Home Affairs - International Affairs and defence - Science and Environment - Social and General Statistics - Social Policy **Canada** has the following themes: Economics, Law and Government, Political and Social Affairs and Science and Technology **Zimbabwe** has the following themes: Social development, Economics and Finance, Politics and Governance, Environment and Health and Agriculture and Rural Development. Research, Library and Committee staff in **Zimbabwe and South Africa** normally attend the same training programmes.	It is recommended that in the case of the NAK, researchers be attached to different departmental committees to develop the knowledge and specialization required of the different committees. It is also recommended that there be a mix of researchers who are generalists and can work in any committee but that the specialized committees such as Finance be manned by Budget analysts (e.g. PIC and PAC) It is recommended that young graduates be recruited and trained to undertake parliamentary research and committee work. It is envisaged that this category is more likely to be non-partisan. The recruitment process should endeavor to get researchers with qualifications that parallel existing departmental committees as recommended by the PSC.

Domain	Best Practice	Recommendations
8. Joint Resourcing and training of researchers, library staff and committees		Whilst it is not within the terms of reference of this brief to look at the operations of the committee system, this brief noted from consultations with MPs and staff that the Resourcing and training for optimum outputs be considered jointly for research, library, committee and IT staff.
9. Staff ratio researchers: MPs	Different Legislatures have different staff ratios *vis a vis* MPs depending on financial resources as shown below: **United Kingdom**- 1:8.3 **Canada**-1: 6.7 **Australia**-1: 3.6 **USA** –1:0.6 **Zambia:** 1:46.3 **Zimbabwe:** 1: 20 However, it must be noted that most legislatures started small. Zimbabwe started with three. Australia started with 3.	The ratio of researchers to MPs in NAK will be 1; 24. The growth of the department should be determined by the demand for the service and availability of resources

Institutional Arrangements

Domain	Current Status
1. Vision and Mission	The Consultants' Report on the Strategic Plan suggests a vision for the Directorate as follows: *"To develop an infrastructure of information services that is unified, seamless, consistent and easily accessed by the Members, Committees and staff of the National Assembly".* However, it does not spell out the vision and mission of the research department.
2. Organisational structure	The organisational structure recommended for the directorate by the Strategic Plan is as follows: The Organisational Structure recommended by the 3 nations Consultants who reviewed the Strategic Plan is as follows:
3. Recruitment of staff	Currently the following recruitment process takes place: ▪ Job descriptions are finalised by the Personnel Department ▪ These are approved by a subcommittee of the PSC ▪ An advertisement is drafted and placed in newspapers ▪ An Interview Panel is appointed ▪ Shortlisting of the candidates takes place These first 3 steps should ideally take about 3 - 4 weeks ▪ Interviews are held with the candidates who have been short

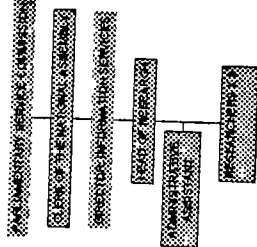| Domain	Current Status
	listed ■ The Interview Panel forwards its recommendations to the PSC ■ The PSC must then approve the appointment of the recommended candidate. ■ The candidate undergoes a medical examination. ■ The candidate receives a formal letter of appointment. Ideally the recruitment process should take about 2 months to appointment of staff. Currently it is taking 3-4 months. Many interviewees expressed concern that in some cases recruitment of staff took very long periods of time. ◆ The Recruitment process to identify the researchers is at an advanced stage. A total of 10 people have been identified after (interviews). The interviews were carried out last year. Once the PSC approves the names, appointment letters will be sent. ◆ One of the 10 people will be appointed Head of the department and will report to the Deputy Clerk in charge of committees and Library. ◆ The recruitment process targeted professionals specializing in areas paralleling the jurisdiction of departmental committees.
4. Reporting Arrangements	The current structure requires that the Head of Research report to the director who reports to a deputy clerk.

Analysis

The vision and mission of the research department is not spelt out.

There are two conflicting organisational structures. Consultations with the PSC Secretariat and Deputy Clerks revealed that the Deputy Clerk responsible for committees would manage this department; yet, none of the organisational structures reflect this.

The reporting structure as envisaged by the PSC strategic plan has a lot of hierarchies. Hierarchies are resource costly and most instances tend to be counter-productive to provision of optimal service in a legislative environment. This is because of the high levels of miscommunication and time spent in the clearance chain.

Domain	Best Practice	Recommendations
1.Vision and Mission of the department	Different Legislatures have different visions in so far as the provision of legislative research is concerned:	The following are recommendations for a Vision and Mission of the Department which should be discussed, reviewed and internalized by the Research Department:
	South Africa vision-To be a one-stop shop for all information needs of Parliament.	**Vision** – To become a reservoir of synthesized information for the KNA.
	South Africa mission- To facilitate the work of Members, Committees and Management of Parliament by gathering, analysing and disseminating relevant information in a non partisan, easily accessible and understandable format.	**Mission** – To provide information to Parliament, and Management of the National Assembly in a non-partisan, easily accessible, confidential and understandable format.
	Zimbabwe vision: Provision of the highest quality of analysis and advice to parliamentary clients as is possible in the time available.	
	Zimbabwe mission: Provision of oral or written, value added research and analysis services to MPs and Committee Secretariats, with other work to be undertaken only at the specific request of Mr. Speaker.	There is need to workshop the vision and the mission once the researchers have been appointed so that they internalize and own the vision and mission.
2. Name of Directorate	The following are the names given to Information Directorates:	There is need to rename the Directorate. The current name does not distinguish it from the IT directorate as envisaged in the PSC strategic Plan.
	South Africa-Department of information services; **Zimbabwe**- Directorate of Information Services.	
3. Leadership	The leadership of the department is very important. In **Zimbabwe, South Africa, India, Australia, Canada**, the Head of Research has very strong	There is need to clarify the issue of leadership.). According to the existing organ gram provided by the PSC secretariat, the Research Department will

Domain	Best Practice	Recommendations
	academic and research qualifications.	fall under the Deputy Clerk responsible for committees (yet this Deputy clerk is not responsible for legal services).
4. Structure and Reporting Arrangements	In the Zimbabwean situation, the Head of Research reports to the Director of Information services. In the South African situation the Head of Research, reports to a Director of Information.	The recommended organisational structure of the Directorate is as shown below: It is also recommended that reporting hierarchies should be minimised as much as possible to remove bureaucratic bottlenecks to facilitate delivery of services. As limited a hierarchical chain as is possible is encouraged. However, the organisational structure will need to be reviewed after the proposed organogram of the KNA is operationalised.

Resources

DOMAIN	CURRENT STATUS

1.Budget	The following is the allocation by donors for this project:
	   o DFID: KSh 25m
	   o EU: KSh 60m
	▪ Part of the money allocated by donors will be towards the setting up of the Legal Services Department over the next year
	▪ The PSC is expected to budget for the Legal Services Department from the next financial year – it is confirmed that this has been catered for.
	
	Consultations with personnel in the PSC secretariat, Finance and Human Resource departments reveal that there is a budget set aside specifically for research salaries.

2. Human Resources Strategy, e.g. staffing, training
 	
Recruitment
 	
Training
	• Although the Strategic Plan does not indicate whether the researchers will be partisan or non-partisan, the functions spelt out (p 110 - 113) suggest that the researchers will be non-partisan. This is also the recommendation from the consultants' report (p. 56) and was confirmed by interview held with the different stakeholders.
	
	• Recruitment process to identify the Head of the Research department has commenced.
	
	• The Strategic Plan is silent on the issue of training needs for the research department. The consultants' report recommends that experienced personnel from legislatures, with highly developed research services, should provide training in the effective utilization of parliamentary research services.
	• There are no clear indications of the training requirements required to achieve synergies and complementary between
	   o Research and library
	   o Research and committees
	   o Research and IT

3. Performance management and career path	• The Strategic Plan and the consultants' report are silent on the issue of performance management and career path of the research staff
4. Infrastructure (equipment and offices)	▪ There is no equipment and furniture, for example, computers and desks, for Research Services staff ▪ Currently there is no office space for the researchers. Possible places where they could be housed include: - County Hall Archives - Harambee Plaza - One of the Committee rooms in Continental House

DOMAIN	CURRENT STATUS
5. Internet connectivity and LAN	• The research department's budget does not have allocations to purchase computers and printers for researchers. For the department to be effective there is need for KNA to identify donors who will be willing to provide both the hardware and software required.
6. Access to external experts	• The committees have informal access to external experts who assist with Public policy reviews upon request. Each Committee has a budget. Committees decide whether to get experts or not. • Some policy institutes work informally with the Finance Committee. • There is no mention of guidelines and framework, which can be used by committees to access and pay external expertise. Almost all the respondents agreed that there is need to access external expertise. This is because technical analysis forms the bulk of the work performed by the Legislature.
7. Information Links and networks	• Currently the library has a limited collection of documents, which can be used for research purposes. • The Library has a working relationship with the Kenya National Archives and Documentation Centre, the University of Nairobi's Library, the British Council Library and the American Cultural Centre. There is a heavy dependence on information from Government departments because the National Assembly was part of the Public Service Commission until the establishment of the PSC.
8. Time	The donors expect this project to commence on 1 November 2003 and to be completed by 31 October 2004.

Analysis

The financial resources available only cater for the salaries of the research staff. There are no funds to purchase IT hardware and software, photocopying equipment and training programmes. There are no clear strategies in terms of development of parliamentary research skills for both members and staff. There is need for targeting intervention in this area. Although committees have budgets that enable them to access external expertise there is need for a framework and guidelines to access experts on specific policy issues that come before committees.

This is because MPs require the widest range of information to enable them to make intelligible contributions in the House and to keep more effective vigil or scrutiny over the activities of the Executive Branch of governance. Furthermore, the oversight role of Parliament is achieved when critical issues are analysed and critical questions asked.

There is need to spell out the role of IT in the provision of research services. In the **Polish Parliament** legislation is stored in huge databases and the possible

alterations to them can occur during parliamentary discussions. This experiment is being currently tried in Egypt through the legislative database called "LIS".

In the **American Congress**, small models were developed for the simulation of the tax system in order to support the work of the economic analyst studying the development of tax tools and the tax system and the effect of changing them in the general budget. The American Congress research department uses these programs in the various sectors such as health insurance, salaries, grants and social assistance and unemployment benefits, to help the MP in the prior knowledge of the likely effects of changes in these general policies on the sectors most affected by them. This process was named the: "What If Question."

Regarding parliamentary research and information services, the use of modern techniques has become inevitable, not only from an objective and professional point of view; but also for economic reasons. These techniques are the ones that help in facing the dilemma experienced by research services namely the need to improve effectiveness.

The use of these modern techniques saves on time cost. It helps to possible and in the best quality since it also helps improving the methods of research and analysis and the collection of information (local and foreign) and leads to the improvement in the skills of researchers.

Modern parliaments and many international institutions have given due importance to this matter. They prepared special Websites for themselves on the Internet network and linked these locations to other sources of information and databases. They enabled MPs to use LAP TOP portable computers, as in the **American Congress and the Canadian, Japanese, Mozambican and Indian Parliaments.**

Domain	Best Practice	Recommendations
Research Budget	Different Legislatures have different budgets for research services: UK: +-8 Million pounds Australia: AU 18 Million Canada: +-C$2Million USA: +- $55.7 Million	It is recommended that Annual Budget for the department reviewed annually to enable the growth of the service.
Space considerations	In most Legislatures, Research and Library services are located close to each other to enable easy access.	It is recommended that researchers have quick access to the Library, and that when the House is sitting, an office be made available to facilitate receipt and processing of information requests.
IT acquisition and requisite training	In most Legislatures, IT is being used to enhance the information delivery systems. Local Area networks have been created to interlink legislative processes. **Almost all CPA parliaments** have internet and intranet connectivity (see IPU and CPA publications).	It is recommended that the IT development programme as developed by UNDESA be implemented.
Access to external Expertise	Committee work is very technical. Government departments have expertise on many policy issues. Parliaments do not have this expertise. In **Zimbabwe** external experts are hired to give expert advice on specific issues. There is a framework to recruit and remunerate the experts. There is a budget allocated to the hiring of external experts. Parliament also has a database of these external experts. Each committee has a budget to access external expertise. The same applies for **South Africa.** **Zimbabwe** – access to external expertise for committees. **Malawi** – access to external expertise **South Africa** – access to external expertise	It is recommended that clear guidelines be developed to access external experts to assist the work of committees. It is understood that the KNA is already studying a concept paper on this issue. A database of the experts needs to be developed. It is also recommended that specific policy institutes, universities etc be approached to create a wide information base for the committees.

Skills and Capacities of Research Staff

Domain	Current Status
1. Skills and capacities required	The Strategic Plan does not state the different qualities and skills required for the research department.
	The Consultants' report (Appendix C) details the qualities and skills and job descriptions of the research staff.
2. Multidisciplinary nature of team	From the onset, as indicated in both the Strategic Plan and consultants' report, the research team will be multidisciplinary.
3. Interdepartmental relations with library	Both the Strategic Plan and Consultants' report envisage an information system that has functional skills but that share the same vision and aims to ensure a coherent and holistic approach to the delivery of information to MPs. The research department will have close relations with the committees and the Library.
4. Parliamentary research ethics.	There is need to spell out Parliamentary research ethics.

Analysis

Given the fact that this is the first time a research department is being established for NAK, it is important to hire persons with a broad professional base and the intellectual depth and experience that will make them win the confidence of all members and staff. The communication and interpersonal skills of the Head of Department (HOD) will be very important at this stage.

Although the Strategic Plan and Consultants' report are silent on the issue of Parliamentary research ethics, it is important to highlight them at the onset so that research staff are aware of them, and MPS are comfortable to use the services.

There is no training for Parliamentary officers. Knowledge will be acquired on the job. What is important is to develop a culture of continuous learning within the new staff. The development of performance indicators in this area is therefore crucial to assess progress. A lot of the training will therefore be undertaken in – house.

The training programme should also cover communication, interpersonal skills, and capacity to write. Since all the researchers are being employed at the same time it is important to consider their career path and methods of rewarding performance. Initial training will be required in the following areas:
- Role and Functions of Parliament;
- Principle of Separation of Powers;

- Culture and values which underpin the work of Parliament and Research;
- Writing Skills
- Communication
- Management

There is no doubt that the researchers will benefit from observing a parallel operation in other Parliaments with research departments. It is therefore important to organize attachment programmes for all staff on an equitable basis. It is suggested that initially the attachments be to developing Legislatures and then established ones for both MPs and staff.

Domain	Best Practice	Recommendations
Recruitment and Focus	In **Zimbabwe**, the recruitment focuses on ability to cover a wide array of subject areas. Emphasis is however placed on economics, statistics, and politics. In **Australia** the research service began with one or two statisticians, one or two lawyers and one or two economists. As resources have become available, **Australia** now has specialists on social policy issues, science, technology, environment, foreign affairs, defence and trade.	It is recommended that the recruitment process ensures that candidates have capacity to work flexibly in a Parliamentary environment. Given the importance of research products in the legislative process, the recruitment process should also take into consideration the potential for sound judgement.
Induction Programme	In most Parliaments, there is an intensive induction programme for new staff members. **Australia** – have an induction programme at the institutional and departmental level **Zimbabwe** – has an induction programme at institutional and departmental level, which includes a two-week intensive performance management programme. In most CPA parliaments, there are performance management procedures, e. g **Zimbabwe, UK, Australia, Canada, New Zealand, and South Africa.**	Since the department will be providing research services to both government and opposition Members, there is need to ensure that research ethics are observed at all times. There is need to hold induction programs to ensure that researchers are wee acquainted wit knowledge of parliamentary research ethics. It is recommended that a policy document be prepared, highlighting the research ethics.
Performance Management	Best practice throughout the commonwealth have the following ethics:	It is recommended that the KNA develop performance management procedures to assess performance of the

Domain	Best Practice	Recommendations
Parliamentary research ethics	**Confidentiality** - That all research material generated by researchers is very confidential, not to be published, belongs to the MP who requested it, or it is a Conference paper, it belongs to Parliament, a policy review for a committee belongs to the committee and not to researchers or committee clerks.	project and of staff. The current performance management procedures are based on the Public Service Commission. Especially as the confidence of Members in the service is being developed, and also due to the non-partisanship of the service, focus on issues of confidentiality is essential.
Requests by more than one member	That when more than one member requests similar research, a research paper (fact sheet/research brief) may be produced and circulated to all MPs who have requested for it. That is not permissible for a researcher to inform MPs of other MPs making similar requests.	It is recommended that all services of the department be confidential, more so that committee reports should not leak before being tabled in the House. It is recommended that in the event of several MPs making the same request, a general research paper or fact sheet should be produced and circulated to all who have requested for it.
Ownership of research products	That once a paper is given to an MP, it becomes his (and not the researchers) and that the MPs name is the one that appears on it. Requests – That all requests for research	That all requests made by MPs should be processed in a confidential and professional manner.

Domain	Best Practice	Recommendations
	products to be made to the HOD who then distributes them to the research staff. The distribution of research requests of MPs to research staff be made on the basis of familiarity with the issue, expertise and preference of the MP.	That it be made clear to the researchers that all products belong to Parliament and MPs.
Timeframe for preparation	Timeframe for preparation - That MPs requests are handled on a first come first served basis. Research staff is advised to ask for deadlines.	It is recommended that at all times, researchers should produce products timeously, because information delayed is not useful to MPs. There is need on the part of researchers to be time conscious. There is no point delivering a research paper at the end of a debate in which it was supposed to have been used, or after the relevant committee hearing, or the departure of the MP to his constituency.

APPENDIX I C: DETAILED FINDINGS OF NEEDS ASSESSMENT FOR LIBRARY SERVICES

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
1.	Scope of Library Services	
Understanding of what library services entail.	• The members of parliament and staff interviewed were clear of the need of a modern library with relevant and up to date information. • MPs noted the need for better and efficient library services.	▪ There is an urgent need to improve and modernise the current library. • The services provided by the library should include acquisition of relevant and current sources of information; processing, reference, press cuttings, lending, inter library loans, current awareness, selective dissemination of information, access to internet, photocopying, user education and networking.
	Acquisition: The library collects parliamentary papers, reports, official documents to help the members participate effectively in the debate of many issues that come before the house. With exception of materials generated by parliament:	• The library should have an updated collection of all-parliamentary papers, reports and official documents. Grey literature (unpublished works), which has been produced by parliament, should be acquired. Grey literature is extremely important because it covers relevant information, which is difficult to find.
	• Most of the materials in the library are old and the information they contain is out retrospective. • The library does not have an acquisition policy	• New books, periodicals and newspapers relevant to the work of parliament should be acquired. • An Acquisition Policy needs to be formulated urgently to give guidance in the selection of library Materials.
	Reference- The library stocks numerous reference tools which are aimed at answering questions in the shortest possible time. These include dictionaries, encyclopaedias, hard Books, directories, and procedural manuals. • The library has not been able to provide good services	• Relevant and current reference materials such as encyclopaedias, dictionaries, procedural manuals, directories, yearbooks, biographies, guides and almanacs should be purchased. • A qualified reference librarian should provide the

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	because of lack of enough staff and resources	• Reference Services. • The current Library should be used for Reference purposes only.
	• **Press Cuttings**: The library used to provide this service a few years ago. The service is no longer provided because of lack of staff. However, the library subscribes to all the local newspapers and a few foreign newspapers.	• There is an urgent need to provide press cuttings on topical issues relevant to the needs of parliament. • The press cuttings should be indexed and properly filed for quick retrieval. • The library should link to a relevant database providing this service.
	• **Lending:** This service is strictly for sitting members of parliament and senior parliamentary staff. • MPs are allowed to borrow up to four books for a period of four weeks while senior members of staff are entitled to two books for the same period. • Most of the MPs of parliament interviewed noted that they have never borrowed any material from the Library because the literature is not current.	• The library should maintain a proper record of borrowers to monitor the circulation of library materials as well as to evaluate the use of the library. • Library statistics should be recorded on daily basis and a system should be established to analyse the data. • Loan forms (in a manual system) should be printed for circulation of library materials. • When the library is computerised, the circulation system should also be computerised.
	• **Current Awareness:** The Library does not provide this service. There are no accession lists to show what is current. This is a technical service and it requires a well trained personnel with wide exposure to information sources	• Relevant and up to date information sources should be acquired to serve the current need of members and staff
	• **Selective Dissemination Of Information** (SDI): The Library provides background information for the preparation	• Accession lists should be introduced in the library to inform the members of what is new in the

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DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	of conference papers, reports and for issues being debated in parliament. • The current staff is not adequate to provide selective dissemination of information files.	• Accession lists should be available online so that members and staff can access them from their workstations. • More professional staff needs to be recruited in the library to assist in providing this service. • Selective dissemination of information (SDI) on topical matters to be debated in parliament should be offered to members. • Professional staff should be recruited to provide this service. • Once the library is computerised, the service will be more efficient and faster.
	• **Inter- Library Loan:** When a book is not available in the collection, the library makes efforts to acquire it from other libraries. Since no library is self sufficient, the library cooperates with a limited number of libraries situated within Nairobi such As The British Council, The Kenya National Archives – Documentation Centre The United States Information Service (LISTS) The University of Nairobi Library. The Attorney General Chambers Library and the High Court of Kenya Library. • All the interviewees agreed that inter- library loan services should be improved to accommodate other relevant institutions.	• The library should continue to cooperate with other relevant libraries both governmental and non -governmental.
	• **Photocopying:** The library provides photocopying services to Members and staff using one medium sized copier.	• Rules should be established for photocopying services to make sure the Copyright Law is not violated. • Not more than 10% of a document should be photocopied.

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DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	• **Internet Access:** The library has only one Computer which is used to access Internet by members. Most of the interviewees felt that more computers should be added in the library to offer this service.	• The Library staff should be familiar with the Copyright Law. • Two Heavy Duty Machines and two medium sized machines need to be purchased to improve the services. • Only material available in the Library should be photocopied.
	• **Website:** The library does not have a website.	• Two Cyber cafes should be established in the Main Library as well as in the new Library at Continental House.
	• **Networking** – There is need for effective information exchange programmes and co-operation among Parliamentary Librarians in view of the increasing close relations and working togetherness of Parliamentarians in the region and indeed the world over. The library is networking with other parliamentary library to facilitate information flow and exchange. • The Kenya National Assembly Library is a member of Kenya National Library, Standing Conference for Eastern, Central and Southern Africa Libraries (SCESAL), International Library Associations and Institutions (IFLA) and Association of Parliamentary Libraries of Eastern and Southern Africa (APLESA). • The Library hosted the 9th Annual Conference of APLESA in Mombasa from 12-16th May 2003. One of the Librarians of KNA is in the Executive Board of APLESA.	• A website for Kenya National Assembly Library should be established. • For APLESA to be a reality, the Members should all have a fully established infrastructure and use international standardized of information storage and retrieval systems. • The Library should establish closer links with International and regional groupings such as Commonwealth Parliamentary Association (CPA) and the Inter-Parliamentary Union (IPU). • The staff of the Library should be more aggressive in collecting information with relevant institutions, which provide their materials free of charge to developing countries.

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	• APLESA Members include Parliaments of Angola, Botswana, Kenya, Lesotho, Malawi, Namibia, South Africa, Tanzania, Uganda, Zambia and Zimbabwe. • **User Education:** when a new parliament opens, the library prepares a circular, which is signed by the Speaker to inform Members about the existence of the Library and services offered. • Most of the Members agreed that once the Library services are improved, it is important to publicise the Library. • Because the space available in the Library is not sufficient, it is difficult to display new acquisitions.	• User education is extremely important and should be provided to both Members and senior members of staff. • The Circular should be produced in both English and Kiswahili • Once the Library is computerised, user education should be promoted through Internet to attract users to the Library. • Display shelves should be purchased for the two Libraries.
Beneficiaries of Library Services	All the interviewees agreed that main users of the Library services are: ▪ The PSC ▪ The Speaker ▪ Committees ▪ Members of Parliament ▪ Clerk of Parliament ▪ Parliamentary staff.	
Provision of Library Services to Committees	▪ There are seventeen committees, which require information on a continuous basis. ▪ The Library assists parliamentary committees and their clerks to prepare factual background papers. ▪ The Library provides information when rulings have to be made in the House based on precedents, ▪ The current library collection does not meet the great demand of specialised and up to date information from	▪ Library materials relevant to the subject areas covered by current committees should be acquired. ▪ All reports (where applicable) produced by the committees should be catalogued, indexed and classified for quick information retrieval. ▪ A computerised database should be established

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	- There is no proper record of reports produced by various committees. - Most of the committees have been keeping their own materials for reference. - The Deputy Speaker heads the Library Committee.	to contain all information relating to each committee - All materials, which are currently kept by various committees, should be taken to the library for processing, storage and retrieval. - The Library Committee and other committees should participate in the selection of Library materials to be acquired. - The Library Committee should meet regularly and the Head Librarian should submit a written report to the Committee.
Library Needs of Users	**Members of Parliament** - The current parliament has very highly qualified and experienced professionals who have greater need for relevant and updated information. - Most of the Members interviewed agreed that they do no use the Library because of lack of current and relevant materials. - Members also noted that the Library is congested and does not have enough sitting capacity. - The few Members who visit the library go there to read newspapers. - All Members interviewed agreed that there is need to have more computers in the Library to provide Internet services. They said they have to go to surrounding hotels and to Access Internet. - Members would like to access most of the Parliamentary Papers on Line. - There is need to have information on past and current	- The MPs are the primary users of the library and therefore their needs should be given priority. - Relevant and current sources of information need to be added to the Library to meet the great demand of information by Members. - The library services should be improved to meet the needs of the primary uses. - The Library needs to be reorganised and new, modern furniture need to be purchased to create more space. - The Library should subscribe to more newspapers to meet the great demand of current information. - A cyber café should be established in the Main Library as well as the in Continental House. - A website for the Library should be established. - Biographies of past and current MPs should be compiled and stored in a database.

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DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	Members stored properly for quick retrieval. - There is no non-book information on Members. - Members go to workshops, seminars, conferences and overseas trips. **Parliamentary Staff** - Most of the parliamentary staff do not use the library because the collection is not current. - The organisation of materials and furniture is not attractive to them	**RECOMMENDATIONS** • A photo collection of Members with basic biographical information should be available in the Library for Reference. ▪ All relevant materials collected from workshops, seminars, conferences and overseas trips should be deposited in the library for processing, storage and retrieval. • New and relevant materials should be added to the Library Collection • The Library should be reorganised. • Senior staff should be involved in the selection of materials to be purchased.
2. Processes and Procedures		
Processing Documentary Information	Most of the documents and publications in the library have not been accessioned, labelled, catalogued, indexed and classified.	▪ Information processing in the library should be computerised.
(a) Standardization	▪ The library does not process the information using internationally acceptable standards	▪ The library should use standardized tools to process, store and retrieve information. This is extremely important for computerisation.
(b) Accessioning	▪ The library does not have an accession register to record new publications. ▪ There is a Kardex for recording periodicals but it has not been updated for the past few years.	▪ An accession register should be purchased to record the library collection The Kardex should be updated.
(c) Labelling	▪ Although some of the publications are labelled, the stamp	▪ A date stamp and a library stamp should be

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
(d) Cataloguing	does not have an Accession number or the date received. Most of the library materials have not been labelled. There are no library and date stamps to label the publications as Soon as they are received in the library.	acquired for labelling library materials.
	▪ There is a card catalogue but it has not been updated since the early 1990's. What is currently in the library is not reflected in the card catalogue. A set of Anglo-American Cataloguing is available in the library.	▪ All the books, documents and reports should be catalogued using Anglo-American Cataloguing rules 2 (AACR2).
(e) Classification	▪ Some of the books have been classified using Dewey Decimal Classification Scheme.	▪ A new classification scheme suitable for a parliamentary library should be identified. All the
	▪ Most of the publications are not classified and it is difficult to use the library because all materials are not catalogued. There is no complete List of the collection.	library collection should be classified and shelved systematically
(f) Indexing and subject access	▪ The library collection need to be indexed.	▪ All the books should be indexed using a suitable indexing tool.
(e) Thesaurus	▪ The library does not have a Thesaurus for subject description	▪ A specialized Thesaurus suitable for parliamentary libraries should be identified
(f) Information Retrieval	▪ It is very difficult to retrieve information in the library because there is no retrieval system ▪ The current retrieval system is based on the personal knowledge of individual library staff.	▪ A computerised database for storage and retrieval should be established
(g) Information Dissemination	▪ The library does not have any tools to disseminate information	▪ The library should prepare information dissemination tools such as a current awareness bulletin to meet the information needs of MPs and staff

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
(h) Weeding	▪ The library contains a lot of documents and publications, which are outdated and need to be moved to the Archives. Weeding will create more space for re-organisation of the library ▪ There is a room in the basement of Country Hall, which is being used to keep old materials and needs to be better organised and managed	and staff. ▪ Weeding of the library collection should be done periodically to create room for current materials. ▪ The room available at County Hall should be re-organised to host the library archives.
Use of New Information Technologies	▪ Photocopying - The library does not have modern photocopying equipment to meet the great demand by MPs and staff - The library has one one old photocopier machine, which is slow. ▪ Computers - The library has (4) four computers - One computer is used to access internet by Members and staff - The other three computers are used for word processing - All processes are done manually ▪ There is need to store the old collection into non-book format ▪ Reprographic equipment is not available in the library. ▪ The library needs to subscribe to electronic databases. ▪ Modern equipment is urgently needed to modernise the two Libraries.	▪ Two heavy-duty photocopying machines should be purchased to meet the current needs of the two Libraries. ▪ Two medium sized photocopiers should be purchased to make sure photocopying services are not distracted. ▪ 20 computers need to be purchased for the two libraries. Most of these computers will be used to set up two Cyber cafes in the two libraries. The other computers will be used for computerisation of the library. ▪ The Library needs to be computerised using user-friendly library packages such as CDS/ISIS. ▪ The Library needs to purchase microfilming equipment, microfilm reader and printer. ▪ All the old newspapers and other documents should be put into microfilm to create space for current materials. ▪ The Library should purchase audio visual equipment such as: - CDROM Reader - Microfiche Reader Printer

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
		- Data projectors - Video machines - TV monitor - Ear phones - Laser Jet printers - A two-week training workshop should be organised to train the library staff in the use of computers in processing information.

3. Internal Resources
 	
Budget
	▪ The following is the allocation by donors for this project:
	  o DFID: KSh 25m
	  o EU: KSh 60m
	▪ Part of the money allocated by donors will be towards the improvement, reorganisation and re-design of the over the next year
	▪ The PSC confirm that there is a budget set-aside specifically for the library.
		▪ The funds provided by DFID should be used to implement the recommended programs of the library for the period covering November 2003 to October 2004.

Human Resources Strategy, e.g. staffing, training	▪ The Library currently has six staff members with the following qualifications:
	  - One librarian with master's degree in library and information science.
	  - Two librarians with university degrees in information science and Arts respectively
	  - Two members of staff have a diploma in library and information sciences.
	  - One has a certificate in library and information studies.
	  - The Library staff does not have a scheme of service.
	  - The Strategic Plan for Parliament (2002-2012) recommends in the short Term Plan 2000-2002 that Three Librarians, One Assistant Librarian, two Library Assistants, one Clerical
		▪ Specialised in-house courses need to be organised to train the staff on how to use new information technologies and how to process non-traditional forms of information.
		▪ There is need to recruit more professional staff to improve services provided by the Library.
		▪ The current staff is not able to meet the great

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DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	officer, one Typist and one messenger/cleaner should be recruited. • Staff recruitment did not take place as recommended. • According to the Strategic Plan Medium Term Plan 2002-2007, additional staff would be required upon opening of the new Library in Continental House. ▪ The staff does not have skills in managing non-book materials and Grey literature ▪ The staff available have no experience in the use of new information technologies in library work and therefore they need to be trained. • The three Nations Consultants Report dated 15 May, 2001 note highlights the need for an immediate increase from six to 18 professional staff. ▪ According to the Kenya National Assembly Medium-Term	demand of information by MPs and staff. • More staff will need to be hired to supplement the existing 9 ▪ While recruiting staff, special preference should be given two those who have skills in managing special libraries and use of new information technologies ▪ The salary scales of the staff should be improved to compare with other departments ▪ The Scheme of Service for Library Assistants and Librarians Circular[10] should be implemented. ▪ The Chief librarian should be part of the senior management staff of parliament to influence decision-making concerning the Library. ▪ The staff needs to be trained in the use of new information technologies in special Libraries, information processing of non-traditional sources of information including non-book materials using international standardized tools. ▪ A retreat for the library staff and senior management of parliament should be organised to find out the needs of the staff and their vision for the library. • The 18 positions should be filled to facilitate the modernisation of the two libraries.

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[10] Dated 13 November 1992, produced by the Office of the President

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DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	Expenditure Framework (MTEF) Budget 2003/2004 – 2005/2006, dated June 2003: ■ 1 post of Chief Librarian ■ 9 posts of Librarians II / III ■ 8 posts of Librarian Assistants II / I, are vacant. ■ The Library does not have proper stationery and other working tools.	■ Proper working tools should be made available to the staff to improve the management of the library
Infrastructure (equipment, and offices, etc.)	■ The Library furniture is not user friendly. ■ The shelves are too big and they occupy a lot of space. ■ The cabinets are not suitable for the current needs of the Library. ■ The tables and chairs are not suitable for a modern Library ■ The space available in the two libraries is sufficient for the immediate needs of the users.	■ The current old shelves need to be removed to create more room for modern shelves. ■ The fixed cabinets should be dismantled to create more room in the Library. ■ New furniture and equipment should be purchased for the two libraries. ■ The furniture and equipment for the two libraries should be movable ■ The old Library should be carpeted.
Time	The donors expect this project to kick-off on 1 November 2003 and to be completed by 31 October 2004.	A steering committee should be set up to ensure the project is completed on time.
4. Institutional Arrangements Vision and Mission	Vision – To have a modern Library. Mission – promote understanding and co-operation between legislatures and their information services recognising the ever-growing need for legislators to have access to up-to-date and accurate information about development worldwide.	Vision: To have a well-organised and managed modern Library to provide all the information needs of users. Mission: To efficiently and effectively fulfil the information needs of the MPs, committees and Parliamentary staff.
Organisational	The current organisational structure is as follows:	■ The proposed organisational structure of the

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
structure	Organisational chart showing: PARLIAMENTARY SERVICE COMMISSION – CLERK OF THE NATIONAL ASSEMBLY – DEPUTY CLERK/ ADMINISTRATION – LIBRARIAN (ACTING HEAD) – LIBRARIAN – LIBRARIAN – ASSISTANT LIBRARIAN – LIBRARY ASSISTANT – LIBRARY ASSISTANT – CLERICAL OFFICER – TYPIST – MESSENGER/ CLIENT	Department is as shown below. Organisational chart showing: PARLIAMENTARY SERVICE COMMISSION – CLERK OF THE NATIONAL ASSEMBLY – DIRECTOR OF INFORMATION SERVICES – CHIEF LIBRARIAN – SECRETARY X2 – MESSENGER/ CLEANER X2 – SENIOR LIBRARIANS – RESEARCH LIBRARIANS – LIBRARIAN X 2 – PROGRAMMER X 2 – ASSISTANT LIBRARIAN X 2 – ASSISTANT LIBRARIANS X2 – SENIOR LIBRARY ASSISTANTS X 2 – SENIOR LIBRARY ASSISTANT X 2 – LIBRARY ASSISTANTS X 2 – LIBRARY ASSISTANTS X 2. ▪ The current library should be used only for reference services. The other library is at Continental House. ▪ These two libraries should work closely with the Research Department once it is established.
Location of the Library	The Strategic Plan recommends a model where research and library services are located in one directorate but operate independently. This model is also recommended by the consultants' report (p.68), which state that the model is the most frequently selected approach by developing legislatures throughout the world (South Africa, Egypt, Zimbabwe, Zambia, and Uganda).	Professional staff need to be recruited immediately to facilitate modernisation of the two libraries. The current staff are very few and they need to be assisted to achieve the goal of the Library.
Recruitment of staff	The following recruitment process takes place: ▪ Job descriptions finalised by the Personnel Department ▪ These are approved by a subcommittee of the PSC ▪ An advertisement is drafted and placed in newspapers	

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	- An Interview Panel is appointed - Shortlisting of the candidates takes place These first 3 steps should ideally take about 3 - 4 weeks - Interviews are held with the candidates who have been short listed - The Interview Panel forwards its recommendations to the PSC - The PSC must then approve the appointment of the recommended candidate. - The candidate undergoes a medical examination. - The candidate receives a formal letter of appointment. Ideally the recruitment process should take about 2 months to appointment of staff. Currently it is taking 3-4 months. Many interviewees were sceptical of the recruiting process in the National Assembly.	
Reporting Arrangements	- The current structure requires that the Head of the Library report to the deputy clerk in charge of Administration. - No clear management structure exists within the Library	The Head of the Library should be at the Deputy clerk level.

APPENDIX I D: DETAILED FINDINGS OF NEEDS ASSESSMENT FOR ARCHITECTURAL DESIGN BRIEF

Research

The outcome of this consultancy is based on research carried out by partner consultants and recommendations by partner consultants conversant with library services, parliamentary procedures and Legal & Research Centres in other countries in the Common wealth.

Research Meetings with Partner Consultants.

Several discussions were held with partner consultants specializing in library services and parliamentary legal and parliamentary research services. The outcome of these discussions resulted in the provision of Ideal Space requirements based on Best Practice Principles.

Research Meetings with End-users: Members of Parliament staff of the Parliamentary Service.

Several discussions were held with end-users to determine their requirements. These were then analysed and incorporated together with partner consultant's recommendations of ideal best practice requirements. The result of this was the formation of the Ideal Design Brief which was then used as a basis for designing the available spaces.

Site Surveys

The architects carried out several site surveys on various locations listed below. Drawings of existing buildings were not provided. Structural & Services Surveys were not carried out. The architects' main concern was to carry out a measured survey of the existing spaces.

Main Parliamentary Library

A measured survey of the main parliamentary library was carried out. The purpose of the survey was to measure the sizes of the existing spaces and record the quality and type of finishes. Drawings of the parliamentary library as it exists are provided in the appendix. Existing finishes of the library are as follows:-

Element	Finish	Quality
Ceiling	Solid Slab Soffit	Fair
Walls	Timber Panelling	Fair
Walls	Plaster & Painted	Fair
Floor	Wood block	Fair
Fixed Shelving	Timber Construction	Fair

County Hall Archives

A measured survey of the semi-basement Floor archives at County Hall was carried out. It was a sunny & dry afternoon with adequate external natural light which was visible inside. There was a smell of must/damp which signified water ingress. The water ingress was however not visible but evidence of rising damp in the form of peeling paint and dried out flooring was visible.

On inquiries, we were informed that the room had experienced water ingress during the rains occasioned by a broken storm water pipe which has since been repaired. We were therefore able to draw the conclusion that ground level waterproofing had failed.

Element	Finish	Quality
Ceiling	Solid Slab Soffit	Fair
Walls	Plaster & Painted	Poor
Floor	Wood Block	Poor
Shelving	Metal Shelving	Fair

1st Floor Continental House

A measured survey of this existing space was carried out. It was recently refurbished and new furniture and fittings had been purchased and were in storage in the space. At a meeting with the Parliamentary Steering Committee on 3rd October 2003, it was learned that as much of the furniture as possible may be used for the library.

Element	Finish	Quality
Ceiling	Suspended	Good
Walls	Plaster & Painted	Good
Floors	Carpet	Good
Office Partition	Timber & Glazing	Good

Harambee Plaza

Access was granted to survey the 8th floor of Harambee plaza, which had been leased by parliament for offices. Although our survey is based on this floor, it should be taken to be representative of the floor space to be procured by parliament, for use by the Legal & Research Centre.

Element	Finish	Quality
Ceiling	Structural Soffit	Fair
Walls	Plaster & Painted	Fair

| Floor | Carpet | Poor |
| Toilets | Ceramic Tiles | Poor |

Design Proposal

Main Parliamentary Library, Parliament Buildings

We propose to retain the existing character of the library due to its age and architectural importance as a building worthy of listing. In order to accommodate the modernizing requirements of the library we have proposed minor alterations to the existing space coupled with general refurbishment of existing fixtures and fittings. The purpose of this activity is to create additional space and enable the parliamentarians make efficient use of the facility.

The alterations and refurbishment will result in the following key spaces:

- 1no. Head Librarian's office
- 1no. Shared Office for two librarians
- Internet area with 4no Internet ready terminals
- Newspaper & periodicals reading area
- Enclosed quiet reading room
- Mezzanine space with shelves for special reference material/books
- Space for photocopying and TV
- 5no. workstations for library staff

It is expected that the main parliamentary library will provide technical parliamentary information; Hansard, Bills, Laws, Session Papers, etc.

An Internet area with 4no. Internet ready terminals will be provided for use. Trunking will also be provided around the library to cater for additional IT connections.

Loans, Reference, IT and Audio Visual Library, 1st Floor Continental House

In order to provide modern facilities that will empower Members of Parliament to adequately carry out their duties, we propose a Loans, Reference, IT and Audio Visual Library in Continental House. It is expected that material available here will complement Member's offices to enable them to adequately represent their constituents.

The facilities proposed here are as follows:

- 2no. Offices for Librarians
- 1no. Audio Visual Room with adequate audio visual materials
- 13no. Internet ready terminals
- Reading area

- Shelving for loans and reference books
- Reception
- 5no. workstations for library staff

Legal and Research Centre

- Parliamentary Service Commission wishes to establish a Legal and Research Centre so as to empower Members to have access to research material and legal advisory services.
- In proposing suitable space for this centre, we have noted the fact that there is a high requirement for privacy, both for officers carrying out their research and parliamentarians briefing or receiving the material.
- The legal and research service will be non-partisan; it would therefore be improper for Members of Parliament from different sides of the House to have information that their opponents had requested. For this reason, we have endeavoured to find existing spaces that would house the centre comfortably and provide the desired number of spaces.

The following options were considered:

Option 1: Archive Room, County Hall

This is an existing part-basement space in County Hall.

- During our site survey, we noticed evidence of rising damp in the floors and walls. On further inquiry, it was confirmed that the basement had previously flooded. The water proofing system / barrier / membrane appears to have failed.
- We were additionally informed that during the hot season, the room gets unbearably hot and would therefore not be suitable for office use unless ventilation and cooling measures were taken.
- It will not be possible to house a Legal and Research Centre which falls far short of the ideal space requirements given to us by our partner consultants.

We therefore, do not recommend using this room to house the Research and Legal Centre.

We have therefore proposed an improved floor layout to store archived materials in this existing part-basement space in County Hall.

Option 2: Committee Room, Continental House

This would be any committee room at Continental House. We have based our findings on the existing committee room we have access to on 4th Floor Continental House.

- Continental House was recently refurbished, meaning that given the shortage of space and lack of offices for staff, it would be *safe* to assume that the committee rooms are also inadequate.
- Given the number of private research offices required, administration offices, waiting area, etc., we feel that the committee rooms would be inadequate. Unless, three or so adjoining committee rooms were made available.

We would therefore not recommend using a committee room to house the Legal and Research Centre.

Option 3: One floor be made available at Harambee Plaza

During our consultations with stakeholders, we were made to believe that it would be possible to procure a complete floor at Harambee Plaza. If this is the case, we believe that the floor would provide adequate space to house the Legal and Research Centre.

We are therefore recommending that parliament procures one floor at Harambee Plaza, which would then be designed to provide the facilities as follows.

Schedule of spaces:
Total Floor area required 226.6m2

Director of Research	$3.2 \times 6.2m = 19.84m^2$
Chief Research Officer	$3.4 \times 5.0m = 17.0m^2$
Office Administrator	$3.1 \times 3.5m = 10.85m^2$
Political & Social Affairs	$3.1 \times 3.5m = 10.85m^2$
Law & Government	$3.1 \times 3.5m = 10.85m^2$
Economics & Finance	$3.1 \times 3.5m = 10.85m^2$
Education & Technology	$3.1 \times 3.5m = 10.85m^2$
Transport & Communication	$3.1 \times 3.5m = 10.85m^2$
Policy Analysis	$3.1 \times 3.5m = 10.85m^2$
Legal Services Officer	$2(3.5 \times 4.0m) = 28.0m^2$
Leg. Serv. Administrator	$3.1 \times 3.5m = 10.85m^2$
Waiting area	approx. $75m^2$

During our meetings with the Parliamentary Steering Committee, we were also assured that parliament will arrange with owners of the building to provide adequate security for Members of Parliament using this facility.

In order to ensure that the KNA is well served with a Legal & Research Centre based on Ideal Best Practice in the commonwealth and other regions, we recommend that the centre be housed in suitable and adequate space, in this case, Harambee Plaza.

APPENDIX I E: DETAILED FINDINGS OF NEEDS ASSESSMENT FOR PROJECT IMPLEMENTATION

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
1. Project Implementation And Decision-Making Mechanisms		
Structure and Human Resources	▪ The institution has appointed a Steering Committee, approved by the PSC, to co-ordinate the implementation of this current project. This committee has held two meetings. ▪ The Finance Department has sufficient staff to provide the required services during the implementation of this project	1. The Steering Committee to continue to manage the process and act as change agents 2. A member of the Steering Committee to be appointed as the overall Project Manager 3. A member of the Steering Committee to be appointed as liaison between the PSC and Donors 4. A Technical Team should: 　○ be appointed to be responsible for the day-to-day implementation of the project 　○ include a contact person from the Library, Research, Legal and Finance Departments 　○ have relevant skills to be able to implement the project, e.g. sound knowledge of the service area and the project 　○ receive training on project management if they do not have these skills
2. Procurement, Accounting and Disbursement Procedures		
Processes and Procedures		5. The process of implementation of this project should be managed as an Organisational Development and Change Management Process
Governing	The following contain the relevant provisions regarding	

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
legislation and regulations	the control and management of Government finances: ■ Sections 48 and 99 – 105 of the Constitution of Kenya ■ The Exchequer and Audit Act ■ The Paymaster-General's Act and Regulations ■ The Government Financial Regulations and Procedures ■ Procurement Regulations	

Procurement and Tendering Procedures in the National Assembly	■ In the National Assembly of Kenya, when procuring goods and services up to KSh 5m, quotations are required – this process may take about 1 month
	■ If procuring goods and services for more than the above amount, the following procedure applies:
	
	  o Advertisements appear in the newspaper after which there is a waiting period of 28 days
	  o The tender applications are then opened and evaluated over a period of about 2 weeks
	  o After the award of the tender, there is a further waiting period of 21 days to give the unsuccessful bidders an opportunity to appeal against this decision
	  o If there are no appeals, the contract is concluded with the successful tenderer.
		6. We recommend that Heads of Department receive training on procurement specific to the project.

Accounting procedures	■ Currently a custom-made accounting programme is being used to assist the Accountant to implement the prescribed procedures ■ If the correct procurement process has been followed, invoices will be paid within 2 days of receipt of the invoice. ■ The following checks and balances are in place:	We recommend: 7. Computerisation of the Accounts Department, with the relevant software for compatibility with the systems used by Treasury and Donors 8. Appointment of a Programmer to facilitate this

DOMAIN	CURRENT STATUS/NEEDS	RECOMMENDATIONS
	○ Vetting at junior level ○ Internal auditing on a daily basis ○ External auditing – spot checks once a week	process
	▪ There are no special accounting procedures for administering donor funds.	9. Staff in the Accounting Department are trained to administer donor funds
	▪ The Accountant does not have experience of administering donor funds for the National Assembly, but has worked with donor funds in the Executive. The Accounts Controller will prepare the financial reports for donors.	10. Accurate and timely reports are prepared for submission to donors during the implementation of the project
		11. A consultative framework is developed between the institution and the donors to facilitate this process
Linkages with related projects	Consultations with other donors and development partners revealed that they are planning to undertake governance projects in KNA as follows:	12. Upon implementation of these projects, related activities within the current project can be undertaken by the previously mentioned donors and development partners
	• CIDA – strengthening of committees and training • SUNY Kenya – development of IT system and support of research activities for committees • Italian Embassy – development of IT system	

APPENDIX II: LIST OF DOCUMENTS REVIEWED

1. *The Constitution of Kenya*, The Government Printer

2. *The Exchequer and Audit Act*, Chapter 412 of the Laws of Kenya

3. *The Exchequer and Audit (Public Procurement) Regulations, 2001*

4. Kenya National Assembly, *Medium Term Expenditure Framework (MTEF) Budget 2003/2004 – 2005/2006*, Parliament Buildings, June 2003

5. *The Parliamentary Service Act*, Act No. 10 of 2000, The Government Printer

6. Republic of Kenya, *Government Financial Regulations and Procedures*, The Government Printer, 1989

7. Republic of Kenya, *Strategic Plan of the Parliament (2000-2012) "The Blue Print"*, Parliamentary Service Commission, February 2001.

8. Republic of Kenya, *Report of the Tribunal to Review the Terms and Conditions of Service for Members of Staff of the National Assembly*, Parliamentary Service Commission, August 2002

9. Republic of Kenya, *Report of the Tribunal appointed by the Parliamentary Service Commission to Review and Make Recommendations on the Terms and Conditions of Service of Members of Parliament*, Parliamentary Service Commission, September 2002

10. Winnifrith C.B., Ogle D.B. & Remnant W.H.B., *Consultant's Report to the Parliamentary Service Commission of the National Assembly of Kenya on the Strategic Plan of the Parliament (2000-2012) 'The Blue Print'*, Parliamentary Service Commission, May 2001

APPENDIX III: LIST OF PERSONS CONSULTED/INTERVIEWED

MEMBERS OF PARLIAMENT

1. Hon. David Musila, Deputy Speaker
2. Hon. Peter Oloo Aringo, Vice Chairman, PSC
3. Hon. Mirugi Kariuki
4. Hon. Mwangi Kiunjuri
5. Hon. Simeon Lesirma
6. Hon. Macharia Mukiri
7. Hon. Peter G. Munya
8. Hon. David .K. Mwenje
9. Hon. Joseph W.N. Nyaga
10. Hon. Ruth Oniango
11. Hon. Samuel L. Poghisio
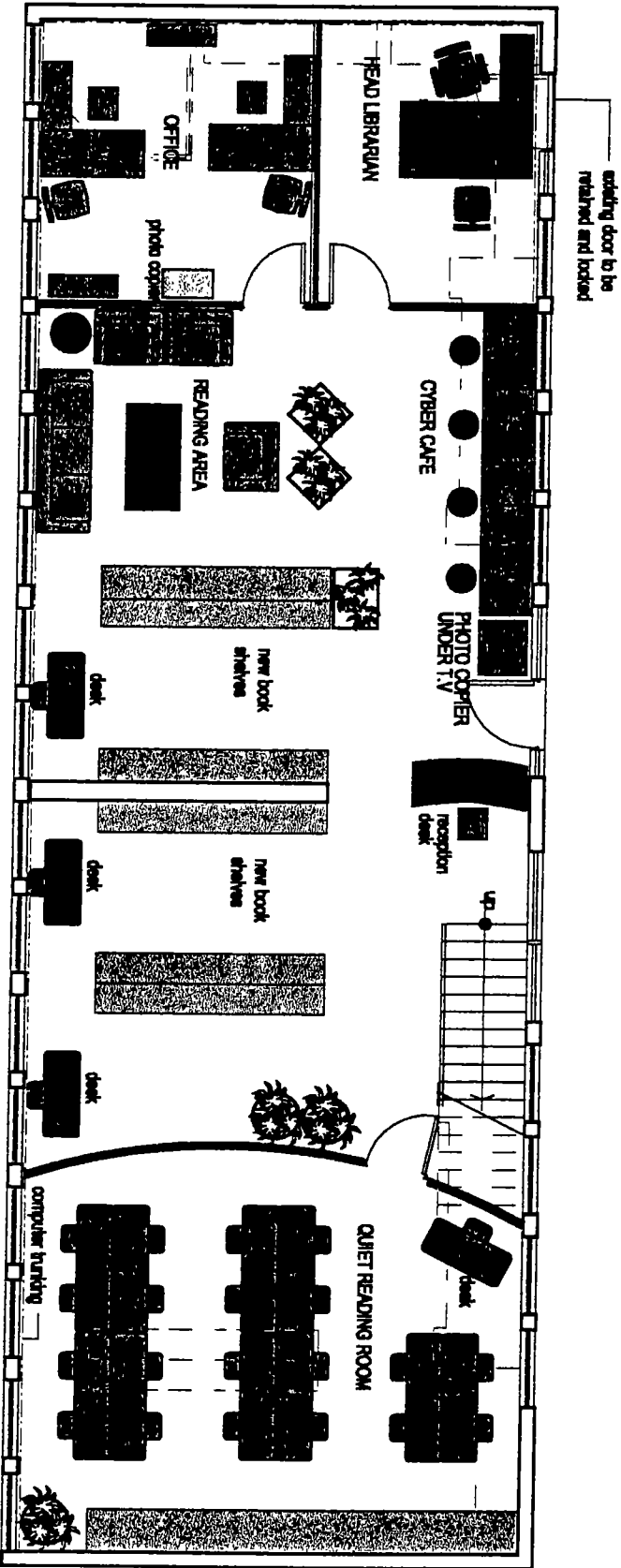12. Hon. Peter Shitanda Soita

PARLIAMENTARY STAFF

1. Mr. S. W. Ndindiri, Clerk to the National Assembly
2. Mr. P.G. Gichohi Deputy Clerk
3. Mr. P. C. Owino Omolo, Deputy Clerk
4. Mr. M. Werunga, Deputy Clerk
5. Mr. G.T.Muita, Principal Clerk Asst.
6. Mrs I. Muraguri, Senior Principal Finance Officer
7. Mr. J.M. Muchira, Accounts Controller
8. Mr. J.M.Machanje, Hansard Editor
9. Mr. N.W.Waitheru, Chief Personnel Officer
10. Mrs Mary Kanyiha, Chief Supplies Officer
11. Ms. A.K.Thuranira, Senior Clerk Assistant
12. Mr. A.M. Mwendwa, Clerk Assistant 1
13. Mr. I.K.Songoro, Librarian I
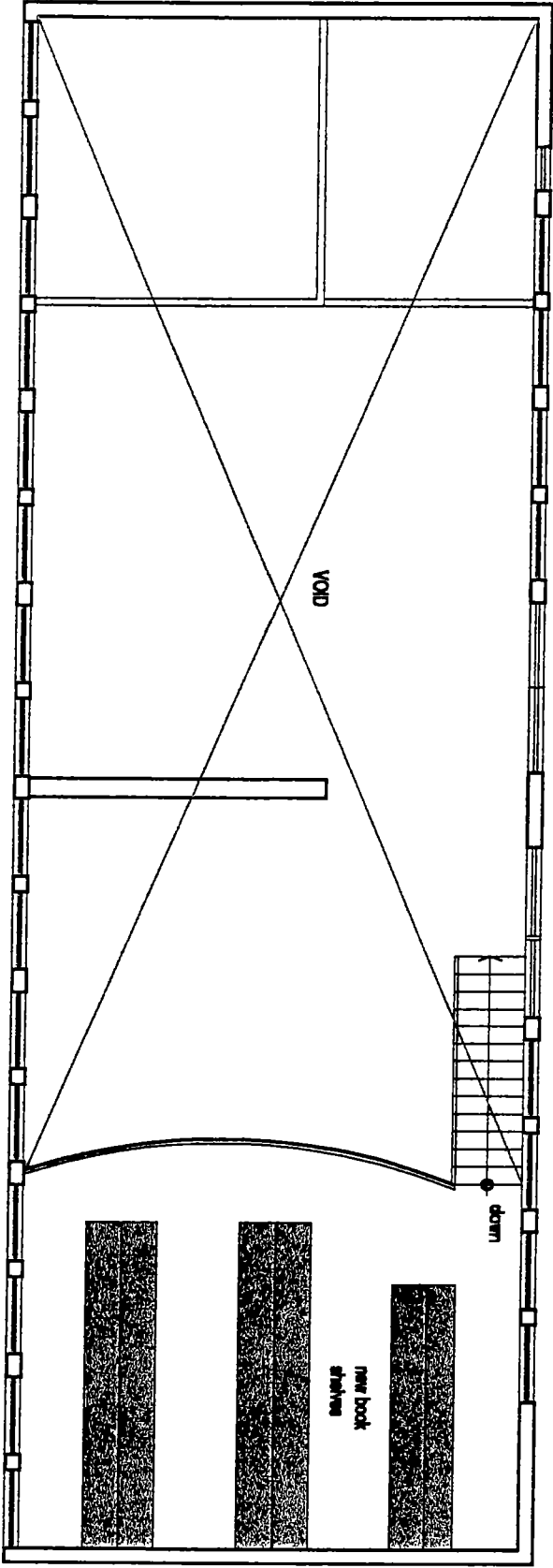14. Mrs Esther Kamau, Librarian I

DONORS/PARTNERS

1. Carl Wesselink, Project Co-ordinator, DGSP/EU
2. Harriet Wanjohi, Governance Adviser, DFID
3. Kagwiria Mbogori, Governance Advisor, CIDA
4. Jesse Biddle, Director SUNY/Kenya
5. Flavio Zeni, Development Cooperation Office, Italian Embassy

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APPENDIX IV: ARCHITECTURAL DESIGN PLANS AND IMPRESSIONS

FLOOR PLAN- EXISTING LIBRARY -
(parliament buildings) scale 1:100

MRUTTU SALMANN & ASSOCIATES

HEAD LIBRARIAN

OFFICE

photo copier

READING AREA

CYBER CAFE

PHOTO COPIER
UNDER T.V

existing door to be
retained and locked

reception desk

UP

desk

new book shelves

new book shelves

desk

desk

QUIET READING ROOM

computer trunking

desk

MEZZANINE FLOOR PLAN- EXISTING LIBRARY -
(parliament buildings) scale 1:100

VOID

down

new book
shelves

MRUTTU SALMANN & ASSOCIATES
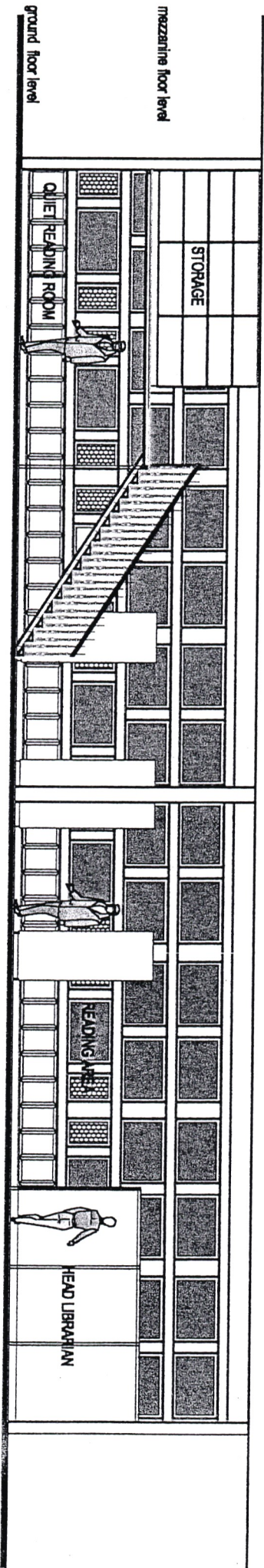
SECTION THRU' LIBRARY
(parliament buildings) scale 1:100

mezzanine floor level

ground floor level

QUIET READING ROOM

STORAGE

READING AREA

HEAD LIBRARIAN

MRUTTU SALMANN & ASSOCIATES
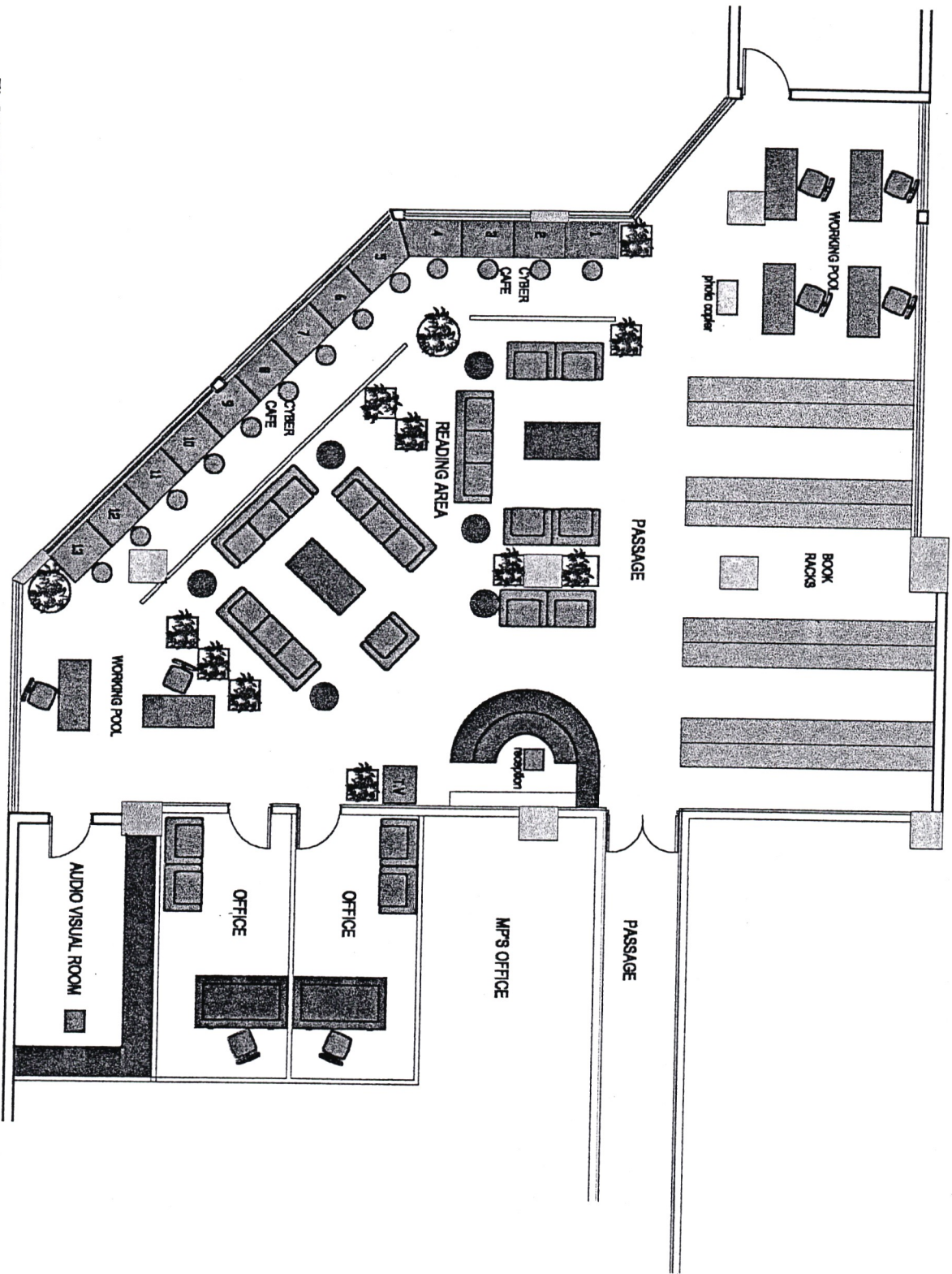
FLOOR PLAN- LIBRARY
LIBRARY ON FIRST FLOOR - (continental house) scale 1:125

CYBER CAFE

CYBER CAFE

READING AREA

WORKING POOL

WORKING POOL

photo copier

BOOK RACKS

PASSAGE

Reception

TV

OFFICE

OFFICE

AUDIO VISUAL ROOM

MP'S OFFICE

PASSAGE

MRUTTU SALMANN & ASSOCIATES

PROPOSED LEGAL/RESEARCH CENTRE
(8th floor - Harambee Plaza) scale 1:50

MRUTTU SALMANN & ASSOCIATES
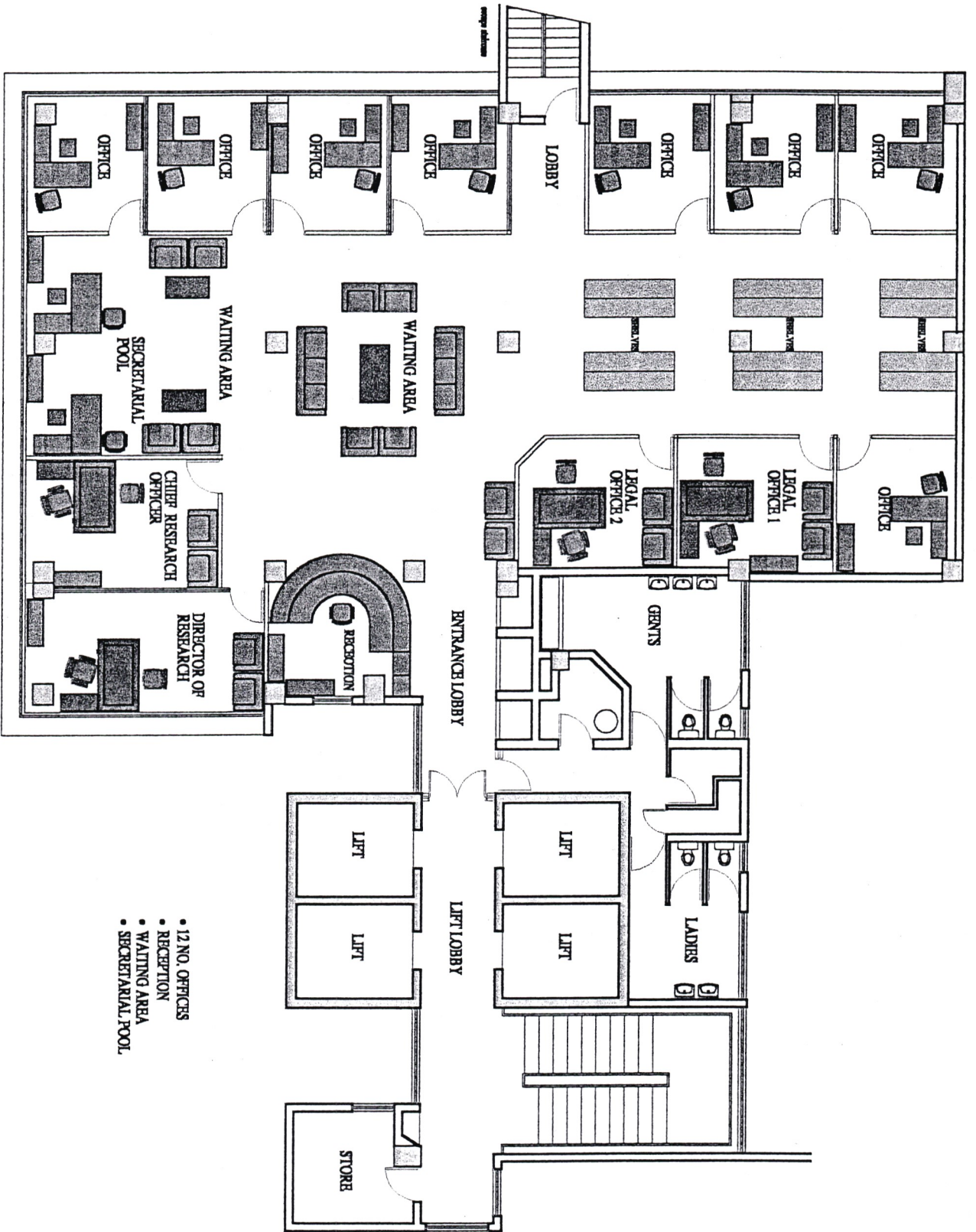
- 12 NO. OFFICES
- RECEPTION
- WAITING AREA
- SECRETARIAL POOL

OFFICE
OFFICE
OFFICE
OFFICE
OFFICE
OFFICE
OFFICE

LOBBY

WAITING AREA

WAITING AREA

SECRETARIAL POOL

CHIEF RESEARCH OFFICER

DIRECTOR OF RESEARCH

RECEPTION

ENTRANCE LOBBY

LEGAL OFFICE 2

LEGAL OFFICE 1

OFFICE

GENTS

LADIES

LIFT
LIFT
LIFT
LIFT

LIFT LOBBY

STORE

072147852 - Lia

0722 - 375448. PaF

REPUBLIC OF KENYA

THE NATIONAL ASSEMBLY

THE PARLIAMENTARY LIBRARY, LEGAL AND RESEARCH SERVICES :
PROJECT DESIGN PRESENTATION

13TH OCTOBER 2003 AT SAFARI PARK HOTEL, NAIROBI

PROGRAMME

13TH OCTOBER 2003		
Time	**Topic/Theme**	**Chair/Presenters**
8.00 am – 8:30 am	**Registration**	*Chair: The Hon. David Musila MP, Deputy Speaker of the Kenya National Assembly*
8.30 am – 9:00 am	**Welcome Remarks**	**The Hon. F.X. ole Kaparo, EGH, MP** **Speaker of the National Assembly of Kenya**
9.00 am – 10:45 am	**Presentations and Discussion on Consultancy Report :** 1. Introduction 2. Legal and Research Services ▪ Needs Assessment : Findings and Recommendations ▪ Broad Project Design ▪ Implementation Plan	**Consultants:** Pauline Nyamweya Lyn Chiwandamira Des Le Roux
10.45 am – 11.15 am	**Tea/Coffee Break**	
11.15 am – 1:00 pm	**Presentations and Discussion on Consultancy Report :** 1. Introduction 2. Improvement of Parliamentary Library and Architectural Proposals & Designs ▪ Needs Assessment: Findings and Recommendations ▪ Broad Project Design ▪ Implementation Plan	*Chair: The Hon. Oloo Aringo MP, Vice-Chairman of the PSC* **Consultants:** Rahab Gatura Isaac Mruttu
1.00 pm – 3.00 pm	**Lunch and Departures**	