

PARLIAMENT
OF KENYA
LIBRARY

PARLIAMENTARY SERVICE COMMISSION

COMMISSION PAPER NO. 198

ON

**IMPLEMENTATION OF THE RAPID RESULTS
INITIATIVE IN THE PARLIAMENTARY SERVICE**

**PRESENTED TO THE COMMISSION
ON**

2ND OCTOBER, 2006

**PARLIAMENT BUILDINGS
NAIROBI**

OCTOBER, 2006

INTRODUCTION

During the Mt. Kenya Safari Club retreat of the Commission held from 26th to 28th February 2006, the Commission requested the Permanent Secretary/Reforms and Development to assist the PSC to put in place the results based management policy and institutional frameworks as well as other measures which support a work plan and results oriented management culture in the PSC. In this connection, the Chairman invited the participants to be open in identifying issues of concern as well as possible solutions to move PSC towards this direction.

The Permanent Secretary/Reforms and Development addressed the Commissioners and Heads of Departments and her presentation included:-

- (a) A presentation on achieving results for Kenyans
- (b) Performance Management framework including performance contracting integrated staff performance appraisal system and the balance scorecard.
- (c) The new Public Service Leadership/Management Accountability Framework.
- (d) PSR&DS revised RBM Institutional Framework.

Following the presentations, the Commission resolved that Rapid Results Initiative be introduced in the Parliamentary Service as a way of improving service delivery. Areas of concern were identified and a joint technical committee constituted to spearhead the introduction of RRI in the Parliamentary Service.

Several meetings were held to sensitize staff on the Rapid Results Initiative. During the meetings, seven thematic areas , Team members and Team leaders were identified.

The thematic areas and team leaders are as follows:-

- (1) Thematic Area - Improving Human Resource Management
 - Strategic Leader - Mr. Okola
 - Team Leader - Mr. Ng'ang'a
- (2) Thematic Area - Improving Security within the Precincts of Parliament
 - Strategic Leader - Nancy Mukunya
 - Team Leader - Mr. Lekulo Aloisio
- (3) Thematic Area - Transformative leadership and Staff Development
 - Strategic Leader - Mrs. C. Mwambua
 - Team Leader - Mr. K. A. Kirui

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| (4) Thematic Area | - | Improving Information flow within and outside Parliament |
| Strategic Leader | - | Mr. H. O. Owino |
| Team Leader | - | Mr. Kirui |
| (5) Thematic Area | - | Improving Library Service |
| Strategic Leader | - | Eng. P. Kioko |
| Team Leader | - | Mr. I. Songoro |
| (6) Thematic Area | - | Finance, Procurement – Value for money (improving absorption of Budgetary allocations) |
| Strategic Leader | - | Mrs. I. W. Muraguri |
| Team Leader | - | Mrs. M. Kanyiha |
| (7) Thematic Area | - | Review of the current National Assembly Strategic Plan |
| Strategic Leader | - | Mr. G. T. Muita |
| Team Leader | - | Mr. J. N. Njuguna |

On August 04, 2006, the Rapid Results Initiative was launched at Safari Park Hotel. The Team Leaders, Strategic Leaders and Members of all the thematic areas participated. Goals and objectives were identified. The Political Leader/Speaker and the Sponsor/Clerk expressed their good will towards this initiative and mandated these teams to strive towards rapid results.

It is envisaged that the mid term review will be celebrated after fifty days and the end term review after 100 days. The 100 days lapse on November 4, 2006.

Immediately after the launch, all the teams began to hold meetings to strategize on the way forward. Work plans were finalized within two weeks of the launch.

PROGRESS REPORTS

The teams have made progress as indicated herebelow;

1 Review of the Strategic Plan

(a) Strategic Challenge Area:

To strengthen broad based ownership of the Blue Print and to institute implementation tracking mechanisms.

(b) RRI GOAL: (To undertake a mid-term review of the 12 year Strategic Plan with a view to enhancing results for the remainder of the period within 100 days).

(c) Progress Report

- (i) The team has held ten meetings with and without the Coach since the launch. A work plan was developed and terms of reference for engaging a consultant were drawn and approved by the Sponsor. The work plan contains ten milestones;
- (ii) The team members perused the Blue Print and compiled a report with comments which was discussed with the Coach and will be presented to the consultant;
- (iii) Quotations for the Consultancy were sent out on Friday, 21, 2006. Bids for the same were received on 28th August, 2006 and opened the same day;
- (iv) Technical evaluation and Financial evaluation took place on 28th and 29th August 2006 respectively;
- (v) The National Assembly Tender Board sat on 6th September, 2006 and deferred the award of the tender as some of the members felt that engaging a consultant to help in the review of the blue print was not necessary as the job could be done by heads of departments.
- (vi) Consultation between the Results Leader, Deputy Clerk (P & L) and the Strategic Leader, Coach, Team Leader, M & E person were held. The PTB met to review the issue and once again it was deferred until the Sponsor's return. The decision of the PTB has derailed the progress of this team that has been smooth sailing so far; and
- (vii) It is envisaged that consent to engage the consultant will be granted so that the team can continue implementing its work plan. The consultant once engaged will conduct interviews with all stakeholders and prepare a draft report which will be discussed with the team and presented during the 100th day celebrations.

2. Improving Human Resource Management

(a) Aim:- to improve Human Resource Management in the Parliamentary Service.

(b) Strategic Challenge Area;

- **To create awareness through development focus on development of a service charter for Human Resource Department.**

(c) The RRI Goal is;

Development and dissemination of the service Charter to 100% Members of Parliament and Staff in 100 days.

(d) The milestones in the team's work plan include;

- Constitution of team;
- Identification of services to be provided;
- Setting service standards;
- Development of a draft service charter;
- Holding a Stakeholders workshop that mainly targets Heads of Department;
- Refining Service Charter; and
- Holding workshops for clients (staff)

(e) Progress Report

- (i) The group holds weekly meetings on Tuesdays.
- (ii) The team intends to have a Service Charter of the department in 100 days.
- (iii) The service charter draft is ready
- (f) The team has, in drafting this Charter made comparative analysis with the Service Charters for the Teacher's Service Commission and the Public Service Commission.

(g) The team co-opted a member from the PSR & D

(j) Budget

The team is in the process of preparing a budget for the sensitization workshops and allowances for its co-opted member among other issues.

(k) A one day workshop will be held to enlighten the Heads of Department on the contents of the service charter.

3. Transformative Leadership and Staff Development

(a) Strategic Objective;

To increase the morale and motivation of Members and staff for better performance.

(b) RRI – Goal;

To improve the performance of the Parliamentary Committee Members by 60% and that of Staff by 70% in 100 days.

(c) **Progress Report**

(i) The team has been assigned the mandate to develop programmes that will equip the following groups with leadership skills which will enhance their capacity to champion change management in the implementation of RBM and to mainstream public service values and ethics:-

- PIC,;
- PAC;
- Departmental Committee on Finance, Planning and Trade;
- Fiscal analysis and appropriation Committee; and
- PSC Commissioners and PSC staff members.

(ii) The team identified challenges hindering smooth operations of the committees as follows: -

- Backlog of work;
- Absenteeism of members;
- Lack of quorum;
- Lack of commitment from members;
- Lack of objectivity by the members; and
- Integrity issues among members.

(iii) The milestones include;

(1) Workshop

A one (1) day sensitization workshop for PIC, PAC and all Accounting Officers to be held soon.

(2) Training in results based management

A two (2) day workshop for Members and five (5) days workshop for staff will be held from 24th to 30th September, 2006. It is estimated that this will cost Kshs.1,396,048.00 PSRDS and National Assembly will Fund the workshops jointly.

(3) Study tours

It is proposed that some members of staff will undertake study tours to the Parliaments of Uganda, Tanzania and Ghana by the 5th of November, 2006. Budget for the study tours is approximated at Kshs.2,733,570/=, Kenya National Assembly and PSRDS will fund jointly. Budget approval for activity 2 and 3 is awaited.

4. Improving information flow within and outside Parliament

(a) **RRI Goal: Increase public knowledge and improving public participation.**

(b) Progress Report

(i) First Milestone

- Preparation and finalization of the team's work plan was done within the indicated framework.
- The team intends to conduct a baseline survey to improve information flow targeting Members, staff and the public.
- A questionnaire is already in circulation.
- Budget

The team envisages that there may be need for some funding to conduct interviews to the public.

(ii) Second milestone

The team intends to activate and launch the Parliamentary Website.

The launch for the website will be held on 5th October, 2006.

(iii) Third Milestone

Creating a Parliamentary Bulletin;

The action steps include collating the first bulletin of 1970's and the second one prepared in 2004. The team will then develop a comprehensive bulletin.

(iv) Fourth Milestone

Preparation of electronic board and Parliamentary signage.

The electronic board will indicate activities as they take place.

There will be a welcome sign to Parliament.

(v) Fifth Milestone

- Outreach Program

- The team intends to visit colleges, schools, university to improve the image of Parliament.
- The team intends to tour other Parliaments in East Africa to study their methods of dissemination of information.
- Parliament will for the first time be represented in the showground. Plans for the same are on-going.
- The team intends to create a friendly and well informed reception.
- The team will sensitize staff on 1st September, 2006.

5. Improving Library Services

(a) RRI Goal: To increase the use of the Library by 50%

(b) Milestones:-

- Bench marking with other libraries (operations and functions)
- Identify information needs for sitting members of parliament.
- Improve the quality of information material in the library.
- Improve library use.
- Lobbying.

(c) Progress Report

- (ii) The Strategic Leader informed the Committee that;
- (1) A survey was conducted to determine the use of library services.
 - (2) Meetings have been held periodically.
 - (3) Team Members from the other libraries have been oriented and have familiarized with the operations of the National Assembly library.
 - (4) A visit was made to other libraries in the country including;
 - Kenya National Library Services
 - National Museums of Kenya Library

- British Council Library
- Kenya National Archives

The team has visited the Uganda Parliamentary Library and Makerere University Library.

The purpose of the tours is to gain exposure. The team was particularly impressed by the fire proof compressionable archive oriented shelves that they saw in the National museums library and in the British Counsel Library. The team intends to purchase similar state of the art shelves for the National Assembly library.

(5) Weeding of existing stock

The team categorized documents into Archival, dormant and current and began to put away the dormant documents/books.

A Container to serve as a temporary archive has been placed at in Continental House grounds.

(6) Better Lighting

The team has requested for improvement on lighting in the library to create a better lighting system.

(7) Shelves

The Maintenance Engineer has been requested to provide the team with modern type shelves that can fit in the Continental Room whose ceiling is low a good example of the shelves were identified at the British Council.

(8) Laundry

The curtains should be replaced or laundered.

(10) Relocate Staff who are at Continental Library

The team noted that staff in the Continental Library are not librarians and have since asked for their relocation.

(11) Budget

The team has noted that the members co-opted from other libraries may have to be paid some allowance. Purchase of shelves and other renovations will require funding as well.

The team recommends that the Chief Librarian be made an AIE holder.

6. Finance, Procurement – Value for money (improving the absorption of Budgetary Allocations)

(a) **Challenge area - Enhanced Financial Management**

(b) **RRI Goal - To utilize 90% of First Quarter allocation by 29th September, 2006.**

(c) **The team's work plan has the following milestones:-**

- Draft work plan
- Completion of action plan on prioritized projects
- Streamlining of procurement processes
- Preparation of contract documents for procurement of fire detection system for Parliament Buildings.

(d) **Progress Report**

(i) The team has studied the procurement processes with a view to streamlining them. This includes:-

- Preparing Bills of Quantities and specifications within two days.
- Opening quotation on due dates.
- Finalizing evaluation reports to tender board within three days.

The team will compile a procurement manual for ease of reference.

(ii) The team had also procured cleaning and maintenance contracts and minor alterations works.

(iii) Fire detection system

The team intends to install a fire detections system and rehabilitate the fire detection system. Engineers from Ministry of Public Works have finalized assessing the fire detection system while another group of Engineers is making designs for both the protection and fire suppression.

(iv) Plans are underway to install an additional tank at Continental House.

(v) A small generator for County Hall will be purchased for use during power black outs.

(vi) Borehole water will be piped to the toilets in County Hall to assist during times of water shortage.

7. Improving Security within and outside the precincts of Parliament

Strategic Challenge; To vet and screen all Parliamentary officers and contracted personnel to establish their security status.

RRI Goal – to ensure that the remaining 50% of personnel Parliament are vetted and screened and certified with certificates of good conduct or otherwise within a period of 100 days (by 4th October, 2006).

Meetings are held periodically.

The Team has already vetted all Silver Shine and the Botanical Personnel. Staff belonging to other companies who are stationed at Parliament shall be vetted as well. The team will ensure that all staff of Parliamentary Service are vetted and issued with certificates of good conduct.

Conclusion

The seven thematic teams have made great strides in achieving the milestones and action steps indicated in their work plans. It is envisaged that by the lapse of the 100 days, the teams will have achieved their stated goals, objectives and that RRI will have changed the way of doing business in the Parliamentary Service.