

KENYA NATIONAL ASSEMBLY

PARLIAMENT
OF KENYA
LIBRARY

**A REPORT OF THE UNDP/AWEPA SPONSORED
WORKSHOP ON CAPACITY BUILDING FOR
PARLIAMENTARY STAFF AT THE LAKE
ELEMENTAITA LODGE – 8TH TO 11TH DECEMBER
2002**

By

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1. Introduction

Kenya gained her independence on December 12, 1963 on the basis of a parliamentary system of government. This was a system of government whereby parliament was the supreme organ of the state; both the prime minister as the chief executive and his cabinet were directly accountable to parliament.

However, in just one year, in December 1964, the government of the day decided to drastically alter the independence constitution and to transform Kenya into a presidential system of government. Under this system of government, the president became the chief executive. But although the country adopted a presidential system of government, parliament briefly continued to enjoy the supremacy it acquired under the independence constitution. For instance, the president and his cabinet were still required to be directly accountable to parliament.

Nevertheless, from the mid-1960s onwards the government began a systematic amendment of the constitution to transfer powers from parliament to the executive. The process continued into the early 1980s. The last major constitutional amendment was the 1982 amendment that made Kenya a de-jure one party state. Thus, by the mid-1980s, parliament had been turned into a mere "rubber stamp" of the decisions of the executive.

From the late 1980s Kenyans began to agitate for a return to multi-party democracy. The agitations finally resulted into the restoration of multipartyism in the country in December 1991. The first general elections after the restoration of multipartyism were held in December 1992. But even after the reintroduction of multi-party democracy, parliament failed to regain its original supremacy. This was due to two primary factors. The first was the failure by the government to amend or review the constitution to recognize the changed role of parliament in a genuine liberal democracy. The second factor was the low institutional capacity of parliament, especially its staffing status.

Thus from 1999 onwards parliamentarians began to re-assert themselves in order to make parliament more independent of the executive. The efforts resulted into the establishment of the Parliamentary Service Committee (PSC). The central role of the PSC is to recruit and manage the entire parliamentary personnel. At the same time, the government also eventually succumb to the pressure to comprehensively review the country's constitution that should include the re-defining of the powers and relations of the three key institutions of government, namely the legislature, executive and judiciary. The comprehensive review of the country's constitution began in earnest in 2001 and was still going on at the time of writing this report.

In an attempt to strengthen the capacity of parliament, the United Nations Development Programme (UNDP) and African and Western Europe Parliamentary Association (AWEPA) organized a workshop for the parliamentary staff at the Lake Elementaita Lodge between December 8 and 11, 2002. The purpose of this report is to summarize the issues discussed and recommendations made at the workshop.

II The historical background of Kenya's parliament

The then Acting Clerk of the National Assembly Mr. Owino Omollo opened the workshop by providing a brief historical background of the country's parliament. In his remarks, the Clerk stated that the country's parliament is traced to the establishment of non-elected legislative institution – the LEGICO – when Kenya became a colony in 1920. For the next 37 years the LEGICO remained the preserve of White, Indian and Arab settlers in the country; the African majority remained unrepresented in the LEGICO. African representatives were elected in the LEGICO for the first time in 1957.

As mentioned earlier, Kenya gained her independence in 1963 and the first parliament – 1963 – 1969 -- was established. The 1st parliament was bi-cameral, consisting of the Senate and the House of Representatives. However, in 1968 the Senate was abolished and parliament became a single chamber. Since independence Kenya has had nine parliaments. At the time of the Workshop, the country was in its 8th parliament covering the period 1997 – 2002.

From 1963 up to 1999 the parliamentary personnel were basically a part of the executive; they were posted to parliament by the Public Service Commission. However, in 1999 parliament passed a motion to establish the Parliamentary Service Committee (PSC). The PSC comprises nine members. Its Chairman is the Speaker of the National Assembly. The central role of the PSC is to recruit and manage all the parliamentary personnel.

At the time of the workshop, the PSC had not started to operate effectively; its various institutional units had yet to be appropriately staffed. Moreover, the terms and conditions for hiring its personnel had not been developed.

The Acting Clerk informed the audience that one of the key factors that currently undermine the smooth operations of parliament is the lack of an organization chart. The lack of an appropriate organizational chart undermines the smooth operations of parliament in two major ways. First, without an appropriate organization chart, it is difficult to comprehend clearly how the various offices of parliament relate to one another. Second, without an appropriate organizational chart it is almost impossible for the various officers to fully grasp the responsibilities they are expected to perform.

III Reports by the various departments

Hansard Department

This is the technical wing of the parliament whose key functions are to record and store the proceedings of the House. The name of the institution originates from the family of Luke of Hansard who was the first manager of recordings in the British Parliament in 1770s. The title was later adopted throughout the commonwealth; and it has been used to refer to the recordings of proceedings in virtually all parliaments in the commonwealth.

Initially, short-hand and typing were the methods used for recording parliamentary proceedings. But currently tape recording is the main method used. The recordings are then transcribed, compiled, stored and/or distributed. Currently the department is not appropriately structured; it also lacks adequate staff.

Personal Assistant to the Speaker

The position was not there before. It was created with the establishment of the PSC. However, the functions of the position have not been clearly spelt out. Currently the main functions of the officer in the position are: manage the Speaker's time; make his appointments; prepare his briefs, itinerary and speeches. Furthermore, given that the Speaker is the Chairman of Powers and Privileges Committee, his Personal Assistant is automatically the Secretary to that committee. There is an obvious need to clearly spell out the functions of the office of personal assistant to the Speaker.

Accounts Department

The department is structured, organized and undertakes similar functions like any other accounts department in other government ministries. Such duties include the management of finances; advise to the Speaker on parliament finances; development of accounting procedures relevant to parliament; and supervision of accounts personnel.

According to the country's constitution, there was supposed to be a National Assembly Fund. The purpose of the Fund was to finance parliamentary operations. This is the fund that the PSC is supposed to manage. However, the establishment of this Fund has not been accomplished as required. This is because the Treasury has been unable to disburse money into the Fund in one lump-sum. The best way to go around the problem is to have the parliamentary Fund drawn directly from the consolidated Fund.

Catering Department

It provides catering services to members of parliament. In this regards it works closely with the supplies department to source for various commodities. The department operates on funds that were set-up by parliament. The members of parliament are expected to pay for the services they are offered by the department.

However, the major problem with the department is that its position in the entire structure of parliament is still not very clear. This is because the department operates more or less like a semi-autonomous institution. For instance, it runs its own accounts; it is responsible to the Catering Committee of parliament; and its funds are separate from those of parliament. This ambiguity of the position of the department vis-à-vis other departments of parliament needs to be clarified.

Public Relations Department

This is a newly created department. The Head of Department was just appointed in November 2002. As such there was not much to report about the department. Nevertheless, the Head of Department had the following observations to make.

- The department lacked an information system
- Parliament lacked its own publication save for the Hansard
- The relationship between the media and parliament is not good; the two institutions need each other.
- Parliament should install a website
- Parliament needs its own identity in the form of an emblem and seal

- The department obviously needs additional staff in the areas of editorial, protocol, information, education and photography.
- The department also needs equipment such as computers, cameras, etc.

Supplies Department

It deals with the procurement of goods and services to parliament. The Head of Department is also the secretary to the Tendering Committee of parliament. The current Head of Department joined the department in November, 2002 as such she was still familiarising herself with its operations. Nevertheless, she had the following assessment to make.

- The department is grossly deficient in information technology such as computers, faxes, etc.
- The department lacks adequate office space.

Parliamentary Clerks

Besides the Clerk to the National Assembly and his 2 deputies, there are a number of clerks in parliament. With regards to the recruitment of clerks, parliament has come a long way. According to the Senior Assistant Clerk that provided a report on the department, in the early 1980s parliament was extremely poorly staffed in the clerk cadre. The parliament of 2002 was a much more improved one. Currently there are a total of 17 parliamentary clerks.

Generally, clerks are expected to undertake the following functions:

- Chamber duties, especially during debates;
- Service parliamentary committees;
- Drafting of motions;
- Drafting of questions; and
- Preparation of Order Papers.

Currently 10 clerks are assigned duties in the chamber, but the problem is that the duties are not clearly delineated for each clerk. As such clerks are all involved in everything. This is not good for efficient supervision and accountability. Besides this, each clerk is assigned a parliamentary committee. In the committees, the duties of a clerk are the following:

- Organize committee meetings;
- Write committee minutes;
- Write reports; and
- Facilitate the payments for committee members.

Due to the busy schedules of committees, it is impossible for one clerk to handle one committee effectively. Thus, the major problem of the department is that it is grossly understaffed. Ideally, there should be a total of 34 clerks in parliament.

Personnel Department

It is headed by a Senior Principal Personnel Officer. The department is in transition from the Public Service Commission to the Parliamentary Service Commission. Thus the

department is at a crossroad; its staff members can no longer be promoted within the Directorate of Personnel Management (DPM) structure, yet internally in Parliament, they cannot also be promoted due to the lack of opportunities. Moreover parliament has not carried out any job analysis to exactly know the levels of personnel it needs, where they can be sourced and where they would be deployed. The problem is closely tied to the lack of an appropriate organizational structure of parliament.

Library

The parliament library was established in 1910. It has ten (10) members of staff. Out of this only six (6) have basic qualifications in librarianship. Its work is to gather information for MPs and other users. This involves:

- Purchase of books and other materials;
- E-mail and website services; and
- Binding of documents.

Thus, its work is crucial for the effectiveness of parliament. Currently the effectiveness of the library is undermined by the following factors:

- Lack of adequate personnel;
- Lack of sufficient trained staff; and
- Lack of information technology.

Sergeant-at-Arms

The primary function of the office of Sergeant-at-Arms is to provide security to MPs in the House. The office is headed by the Chief Sergeant-at-Arms and it has five different units. Since the introduction of multipartyism in the country, the issue of security among MPs in the National Assembly has become more crucial. This is due to the passionate emotions by which certain MPs belonging to different political parties hold their views. For instance, for more than two occasions during the 8th parliament different MPs were reported to have physically fought in the precinct of parliament. In one incident, one of the victims had to seek medical attention outside parliament. Given the circumstances, it is paramount to make the department more efficient and effective.

However, the department faces several challenges. Basically it lacks a number of equipments such CCTV monitors, Bag searching machines, Electrical surveillance cameras and communication gadgets. Besides, its staff would need adequate training in the use of some these equipment.

Secretarial Services

The secretarial services in parliament are currently grossly inadequate. This is due to insufficient personnel. Moreover most of the available personnel also lack the necessary training. As such most of the parliamentary clerks do not have secretarial services. At the same time the secretarial staff in the offices of Clerk to the National Assembly and his deputies are overworked. The other factor undermining the secretarial services is the lack of adequate equipment. Meanwhile, promotion opportunities for the available secretarial staff are hard to come by.

Recommendations

Arising from the above remarks, the workshop came up with the following recommendations:

1. Urgent action should be taken to ensure that an appropriate organizational chart for parliament is designed and made operational.
2. The designed organizational chart should clearly spell out the functions and duties of each of the created offices.
3. The designed organizational chart should also clearly show how the created offices of the PSC relate with one another, especially in so far as the supervision of junior offices by the superior ones is concerned.
4. A comprehensive job analysis for the entire parliament should be undertaken to enable the PSC to recruit adequate personnel for the various department.
5. In carrying out job analysis, the terms and conditions of employment of the various cadres in parliament should be reviewed and promotion opportunities or pay and benefit packages where promotions cannot be implemented should be addressed.
6. A comprehensive analysis of equipment needs of parliament should be undertaken to enable the PSC to purchase the relevant and sufficient equipment to the parliamentary staff.
7. A comprehensive training needs assessment for the parliamentary personnel should be undertaken to enable the PSC to plan for the training of its personnel.
8. Parliament should embark on an elaborate plan to acquire adequate office space for its staff.

III Administration of Parliament

The day-to-day administration of parliament is entrusted to the office of the Clerk to National Assembly. Currently the Clerk to National Assembly is deputized by two (2) deputy clerks. But the functions of the two deputy clerks have not been spelt out clearly. Moreover, it is quite clear that the two deputy clerks are insufficient considering the heavy work-load in the office of Clerk to National Assembly and the establishment of the PSC. As mentioned above addressing these problems more effectively will require the formulation of the PSC's organizational chart and a comprehensive definition of the functions and duties of the various offices in parliament.

However, in an attempt to learn from other parliaments in the commonwealth on how the administration of the country's parliament can be made more effective, the workshop invited the former Clerk to the Zambian parliament, Mr. Chebesakunda, to share his experience. In his speech, Mr. Chebesakunda made the following remarks:

The concept parliament is derived from a French word which means "to talk or talking." The functions of parliament are:

- Legislation;
- Financial administration;
- Supervision of the executive; and
- To link the people and government.

The role of the parliamentary staff is therefore to assist MPs to achieve or perform these functions effectively and efficiently. Parliamentarians and parliamentary staff do not have any university or college where being an efficient and effective MP or a parliamentary staff is taught. Knowledge and experience of working for parliament is acquired through workshops and on the job and by sharing of experience among colleagues.

The establishment of PSC has made Kenya to achieve what most countries do not have. For example, in Africa, Tanzania, Zambia, South Africa and Namibia do not have such a body. Due to this, fact parliaments in this countries have not been able to recruit and retain qualified and experienced personnel.

The most effective way of recruiting and retaining parliamentary staff is therefore to identify good personnel and train them well. The training should be on what parliament really does so that the newly recruited personnel become aware quite early what their work entails. But the parliamentary personnel should understand that parliamentary work is tedious and time consuming; it involves a lot of sacrifice.

Members of Parliament are usually drawn from diverse background. They normally do not possess uniform education standards. And after every general elections many fresh MPs join parliament. Given these facts, it is the responsibility of the parliamentary staff to assist MPs to discharge their roles effectively. In a multi-party situation, parliamentary staff is supposed to be non-partisan. They should therefore ensure that they treat or give advise to MPs impartially and objectively.

The challenge to the PSC is to draft regulations that are relevant to the unique functions of the parliamentary staff. It will be a big mistake for the PSC to copy the Public Service Commission's regulations. This is because the civil service operates differently from parliament. For instance, since parliament is a closed institution, promotions cannot be managed in a similar way as is the case in the civil service. It would be advisable for the PSC to deal with policy matters, while issues of recruitment and promotions are dealt with by management consultants.

One of the best ways to address the promotions of parliamentary staff is to give them good salaries and benefits as opposed to titles. Given the small size of parliamentary staff this should not cost the government too much money.

Throughout the world, most countries today consider the following departments to be crucial for the efficiency and effectiveness of parliament.

- Committees;
- Research; and
- Information Technology.

But the first task that the PSC must address is to come up with a well defined and clear organizational chart.

Remarks by Ms Tuula Sivonen

The other guest at the workshop was Ms. Tuula Sivonen from the Parliament of Finland. Ms. Sivonen also shared her Finnish experience with the audience at the workshop. She presented a detailed organizational chart of the parliamentary office that performs similar functions that the Kenya's PSC is expected to undertake. She also described in details how that body operates. She pointed out that although employees of the Finish Parliament can be sacked, they are employed permanently so long as they wish to serve. This gives the employees security of tenure and also enables the Finish parliament to retain qualified and experienced personnel. Kenya could borrow some of the features of the organizational chart and labour practices from the Finish parliament.

IV Strengthening parliamentary committees

Parliamentary committees have emerged to be the most crucial machineries for managing the business of parliament world over. Due to this fact it is important to ensure that parliamentary committees function efficiently. The reasons why parliaments prefer committees to conduct their businesses are:

- Lack of sufficient time to deal with all issue in the House;
- The inability of the whole House to investigate an issue exhaustively;
- The inability of the whole House to examine witnesses where the need arises;
- The inability of the whole House to examine and shift evidence;
- To draft a report with recommendations;
- Committees are most effective way to take parliament to the people;
- They are cheap and flexible.

The National Assembly has the following types of committees:

- Permanent Committees (Standing committees);
- Departmental committees;
- Public Accounts Committee;
- Public Investment Committee; and
- Select committees

It was observed that in order to enhance the effectiveness of committees the following factors are crucial:

- Terms of Reference for committees should be incorporated in the Standing Orders.
- Well defined work plans must be prepared for the committees.
- Committees should be allowed to elect their own chairpersons.

In discussing how to strengthen parliamentary committees, a Senior Clerk Assistant, Mr. Michael Sialai, presented a report of the study tour to Botswana that he and his nine colleagues had just undertaken from November 25 – December 8, 2002. The study tour was sponsored by the United Nations Development Programme (UNDP). It involved

training the clerks on the various aspects of committee work. The ten parliamentary clerks were:

| | | |
|----------------------|---|--------------------------------------|
| Mr. Michael Sialai | - | Senior Clerk Assistant (Team Leader) |
| Ms. Anita Thurania | - | Senior Clerk Assistant |
| Ms. Phyllis Mirungu | - | “ |
| Mr. Andrew Mwendwa | - | First Clerk Assistant |
| Mr. David K. Ziah | - | “ |
| Mr. Stephen Njenga | - | Second Clerk Assistant |
| Mrs. Serah Kioko | - | “ |
| Mr. John G. Wanyoike | - | “ |
| Mrs. Florence Abonyo | - | “ |
| Ms. Mary Chesire | - | “ |

The study tour covered the following topics:

- Effective organization communication
- Meetings
- Role of committee secretary
- Role of chairman and committee member
- Note taking and minute writing
- Keeping records of committee proceedings
- Report writing
- Managing through committees
- Role of a facilitator and a recorder

Arising from their experiences during the study tour, the clerks made the following recommendations:

Specific recommendations

- There is need to use appropriate medium of communication in the preparation of and in the management of committees, e.g. clear notice boards, notices of meetings be included in order paper, use of telephones and monitors to inform members of meetings.
- Advantages in information technology and communication facilities such as internet, intranet and groupware be made use of by committees. By using intranet and internet, anyone seeking information on parliamentary committees should be able to download such information. This calls for the establishment of LAN and a website in parliament.
- There is need for consistence and coherence in passing information regarding the management of committees. There should be clear policies on calling of committees, undertaking of field trips/tours and entitlement to committee members on such trips. The said information should be on written form for every

one to read and understand. This will also reduce incidences where the clerk has had to make decisions in areas where clear policies would address the perceived problems appropriately.

- A chairman's manual on the role of committees should be prepared including their code of conduct of meetings, rules, etiquette, practice and procedures
- A chairman's academic and professional orientation should be considered for one to be elected for his/her maximum efficiency and effectiveness.
- The chairman should not serve in more than one committee in order to enhance his/her total commitment to the committee.
- The chairman should not serve for more than three years in one committee. They should be on a retiring rotational basis.
- When a new parliament is reconvened and committees constituted, workshops should be mounted for chairmen to expose them to the workings of committees and the manner of running them.
- A committee's report should be given a maximum of four weeks to be written and tabled.
- Professional background and interest should be the principal requirements in the nomination of members to committees. At the commencement of a new parliament/sessions, members can be asked to indicate the committees they would like to serve. There is need for the clerk's office to liaise closely with the party whips on the matter.
- Membership to committees should be re-energized through regular changes, e.g. after every two (2) years although there should be provision where some members remain to ensure continuity.
- Sanctions should be provided for lateness and non-attendance.
- Workshops should be mounted for members of committees to enhance their understanding of the procedure, operational and administrative framework that regulate committee work.
- The committee clerks should be facilitated to run committees. They should be assigned administrative assistants; provided with lap-top computers and adequate office space
- Committee clerks should be continuously trained and equipped with the necessary skills. This would include attachment programmes to other parliaments, and attendance of relevant courses.

- The committee clerks must develop good working relations with the chairpersons and members and have a mastery of the issues being dealt with.
- There is need to establish an implementation committee to follow up implementation status on committee recommendations
- In order to address the delay or non-consideration of committee reports in the House, routine reports from committees should be noted and if they must be discussed, should be given specific time frame.
- Reports written should be brief, concise and be promptly prepared.

General recommendations

- The office of the deputy clerk (committees) should deal with the nitty gritty of committee work and the clerk to be continuously briefed. This will give the clerk, who has a busy schedule ample time to co-ordinate activities of all departments in parliament.
- There is need to employ more committee clerks to run committees; the current staff strength is grossly inadequate.
- Committees should be provided adequate facilities such as office space, research assistants, information office, photocopiers, and faxes. Committee registry and archives should be opened to keep committee materials and for research purposes.
- There is need to develop guidelines for committee chairpersons members and secretaries.
- There is need to re-define committees' functions to avoid duplications and possible conflicts in inquiries especially between investigations and departmental committees.

APPENDICES

APPENDIX I: PROPOSED WORKPLANS FOR VARIOUS DEPARTMENTS: CY2003

1. THE PARLIAMENTARY SERVICE COMMISSION (P.S.C)

| OBJECTIVE | ACTIVITIES | INPUTS REQUIRED | RESPONSIBLE INDIVIDUALS | VERIFICATION | OUTPUTS | TIME FRAME |
|----------------------------|---|--|--|--|--|--|
| Strengthening of the P.S.C | <ul style="list-style-type: none"> Appointment of new Commissioners | <ul style="list-style-type: none"> The Whole House | <ul style="list-style-type: none"> House Business Committee | <ul style="list-style-type: none"> Commencement of the 9th Parliament | <ul style="list-style-type: none"> Clear policy guidelines | <ul style="list-style-type: none"> By March 2003 |
| | <ul style="list-style-type: none"> Study tours of the Commissioners | <ul style="list-style-type: none"> Invitations from other Parliaments – Tanzania & Uganda | <ul style="list-style-type: none"> Office of the Commission Secretary | <ul style="list-style-type: none"> The invitation is outstanding with funding from SUNY | <ul style="list-style-type: none"> Improved policy formulation | <ul style="list-style-type: none"> By August 2003 |
| | <ul style="list-style-type: none"> Establishment of a Commission Secretariat | <ul style="list-style-type: none"> Recruitment of officers through the DPM | <ul style="list-style-type: none"> Already done by the Office of the Commission Secretary | <ul style="list-style-type: none"> D.P.M: is ready to release the officers pending some consultations with the Commission Secretary | <ul style="list-style-type: none"> Improved implementation of the P.S.C Resolutions | <ul style="list-style-type: none"> By February 2003 |
| | <ul style="list-style-type: none"> Filling of some vacant posts in the Service | <ul style="list-style-type: none"> Financial allocation to cater for salaries and allowances | <ul style="list-style-type: none"> Office of the Commission Secretary | <ul style="list-style-type: none"> Conducting of interviews | <ul style="list-style-type: none"> Improved performance of the staff to empower the capacity of Parliament to probe the Executive | <ul style="list-style-type: none"> By July 2003 |

APPENDIX II: DIRECTORATE OF HANSARD

STRATEGIC PLAN FOR THE PERIOD 2000 TO 2012

A: SHORT TERM – STRATEGIES/REQUIREMENTS

1. STAFFING

(a) Fill by promotion the following vacant posts

- Assistant Hansard Editors - 5 posts
- Hansard Reporter I - 7 posts
- Hansard Reporter II - 6 posts
- Hansard Reporter III (Trainee) - 6 posts – by recruitment

(b) Request the Commissioner to pay for the many pending leave days

(c) Professionally train (locally and overseas) Hansard Editors and Reporters.

2. EQUIPMENT

Estimate Kshs.

| | |
|---|--------------|
| One Heavy Duty Photocopier | 1,200,000.00 |
| Medium Size Photocopier – stand by | 500,000.00 |
| Five Dictaphones complete with foot controls and earphones | 100,000.00 |
| Two Laser Jet 1100 Printers | 300,000.00 |
| Installation of Audio log Recorder and Wireless Receivers in the Conference Room at County Hall | 250,000.00 |
| Repair recording equipment in the Recording Room | 75,000.00 |
| One Executive Chair | 45,000.00 |
| Two Visitor Chairs | 10,000.00 |

Replace all the old muted speakers
in the Chamber 400,000.00

Provide for a House Telephone allowance for
the Hansard Editor in his capacity as Head of
the Hansard Directorate 42,000.00 p.a.

3. OFFICES

- Urgently allocate office No. 123 to Hansard to accommodate the three Senior Assistant Hansard Editors to create room for the six urgently required Hansard Reporters.
- Allocate an office to the printer at County Hall

B: MEDIUM TERM STRATEGIES/REQUIREMENTS

1. STAFFING

(a) Upgrade all the existing posts in Hansard establishment by at least two Parliamentary Scales in order to retain professionally qualified Hansard Editors and reporters

(b) Recruit qualified personnel as follows

| | | |
|-----------------------------------|---|----------|
| - Trainee Hansard Reporters | - | 12 posts |
| - Senior System Analyst | - | 1 post |
| - System Analyst | - | 1 post |
| - Superintendent Printer | - | 1 post |
| - Asst. Superintendent Printer | - | 1 post |
| - Cameraman | - | 1 post |
| - Asst. Cameraman | - | 1 post |
| - Binder | - | 1 post |
| - Asst. Binder | - | 1 post |
| - P.A. and Audio Visual Operators | | 2 posts |

(c) Establish training opportunities (local and overseas) for all cadres of staff especially Hansard Editors and Reporters

(d) Open up the promotion ladder to encourage hard working officers to climb up the ladder.

NOTE: The actual figure of the salaries should be worked out by the Personnel Department for the Medium Term.

| 2. EQUIPMENT | Estimate- Kshs |
|---|-----------------------|
| • Purchase ten Dictaphones complete with foot controls and earphones | 100,000.00 |
| • Complete the installation of the Printing Press at County Hall | 250,000.00 |
| • Re-cable and extend Computer Network to Mr. Speaker's, Clerk's and Hansard Editor's Offices | 500,000.00 |
| • Purchase 12 tables and 12 chairs for the recruited staff | 150,000.00 |
| • Purchase 10 work stations for the recruited staff | 750,000.00 |
| • Complete the installation of the Public Address System in Committee Rooms at County Hall | |
| • Embark on the replacement of the Public Address System in the chamber and Committee Rooms 7 and 9 with a modern system and also replace the recording equipment with modern equipment | 15,000,000.00 |

1. OFFICES

- Provide additional offices (three) to the Directorate to alleviate the crowded condition under which the reporters work

2. TRANSPORT

- Allocate own transport (Two Nissans) to the Hansard to enable the Directorate operate on own schedules and avoid undue delays

C: LONG TERM STRATEGIES/REQUIREMENTS

1. STAFFING

- (a) Recruit and train a lot of 12 Hansard Reporter (Trainees) every two years until the required establishment is met.
- (b) Establish professional training opportunities (local and overseas) to sharpen the performance of the staff in the Hansard Directorate.
- (c) Open up the job progression ladder to provide for fair upward progression for those performing well.

2. EQUIPMENT

- Complete the modernization of the Public Address Systems in the chamber and Committee Rooms and connect the Chamber to the network to eliminate the outdated Sound Mixer equipment (Console) and its operation. At this stage Dictaphones will also have been phased out.
- Connect on to the Internet, Website, Email, etc.
- Improve on the printing facilities to make it a full-fledged Printing Press.
- Establish a full-fledged Parliamentary Bookshop.

2. OFFICES

- Create room on yearly basis to accommodate the staff as the Directorate grows.

3. TRANSPORT

- Provide additional transport (one Nissan, one saloon car) to the Hansard Directorate to enhance its operations and achieve on time production of Hansard reports.

**APPENDIX III: ACCOUNTS DEPARTMENT OF NATIONAL ASSEMBLY –
FINANCIAL ALLOCATION & PARTERN OF SPENDING**

| OBJECTIVES | ACTIVITIES | INPUTS | RESPONSIBLE INDIVIDUAL | OUTPUTS | TIME FRAME | VERIFICATION METHOD |
|--|-----------------------------------|---|---|---|--|---|
| To finance all approved activities in Parliament | Legislature & Office of the Clerk | Allocation to various items by Treasury | Accounts Controller on behalf of Accounting Officer | Monthly expenditure on various items. Monthly expenditure returns to Treasury Annual Accounts/Appropriation Accounts at the end of financial year | 1 st July 2002 too 30 th June 2003 | 1. Internal auditors verify monthly expenditure on daily basis. 2. Controller & Auditor General verify annual Accounts/Appropriation accounts e.t.c. |

NOTES ON THE WORKPLAN

Work plan is a Management tool for ensuring that set objectives are achieved on day-to-day basis.

1. As shown in the above Accounts Department Work plan, all moneys for use by the National Assembly to finance various approved activities are made available by the Treasury through printed estimates of recurrent each financial year.
2. The activities undertaken cover salaries and expenses of the National Assembly comprising the office of the Clerk and Legislature.
3. The Accounts controller oversees the financial transactions on behalf of the Accounting Officer. Financial reports in form of expenditure returns are produced every month and dispatched to Treasurer and Controller and Auditor – General for monitoring purposes.
4. The period, in which the above transactions take place start on 1st July and end on 30th June in the ensuing year, commonly known as financial year.
5. The internal Auditor verifies the financial transactions on daily basis and reports direct to the Accounting Officer and treasury on any irregularity discovered.
6. The controller and Auditor – General verifies and reports to Parliament on the Annual Appropriations Accounts (Final Accounts) any misappropriation of Public funds.

APPENDIX IV: CATERING DEPARTMENT 2003

The Main Objective of the catering Department is to provide quality – catering service to the satisfaction of members. The services forecasted in the year 2003 include: -

- Service to select committees
- State functions (State Opening, Budget Day Parties)
- Breakfast, Teas, Lunch and Dinner
- Bar service.

In order for the department to achieve this objective, the main activities that must be undertaken are centered on staff and equipment, with the National Assembly providing these while the Catering Fund takes care of operating equipment.

| OBJECTIVE | ACTIVITIES | INPUTS | RESPONIBLE OFFICER | OUTPUT | TIME FRAME | VERIFICATION METHOD | | |
|---------------------------------------|---|-----------|--------------------|---------------------------|--|---------------------|------------|-----------------------------|
| Strengthening the staff establishment | <ul style="list-style-type: none"> • Design departmental organization chart • Establish job descriptions • Establish staff capacity • Provide job specifications • Request for staff to achieve levels required • Advertise for vacant positions • Shortlist and invite for interviews • Interview and recruit • Design Induction program • Induct new employees • Design training program • Send staff for medical examination • Execute training program • Recommend for promotions • Provide staff uniforms | Man-hours | CM | Chart | 31.01.2003 | Report | | |
| | | 150,000 | SPPO | Job Descriptions | 15.02.2003 | Physical | | |
| | | | | Document Memo | 28.02.2003 31.03.2003 15.04.2003 | | | |
| | | | | Advert | 31.03.2003 | | | |
| | | | | Letters Report | 30.04.2003 | List Interviews | | |
| | | | | Program Induction Program | 31.01.2003 15.02.2003 | Report Report | | |
| | | | 30,000 | | | Report Results | | |
| | | | 300,000 | | | | | |
| | | | | | | | | |
| | | | | 300,000 | | | | |
| | | | | | CSO | Certificate | 31.12.2003 | Report Appraisals recommend |
| | | | | | | Appraise | 15.06.2003 | Actual |
| | | | | | | Uniforms | 15.02.2003 | |

| | | | | | | |
|--|--|---|----------------------|---|--|---------------------|
| Enhancing Accountability in Catering | <ul style="list-style-type: none"> Take monthly stocks Advertise for audit quotations Audit accounts Present accounts to committee | 150,000 | A/C Clerk CSO | Report Advert | 3 rd Monthly 15.04.2003 | Report Papers |
| | | 100,000 | | Report | 30.06.2003 | Physical |
| | | | CM | Report | 31.07.2003 | Reports and queries |
| Adequately equip Catering to enable provision of quality service | <ol style="list-style-type: none"> Establish equipment requirements and prioritize Establish specifications Raise purchase request Source for required equipment Procure equipment Install equipment | Analysis | CM | Report | 31.01.2003 | Report |
| | | Specs Requisition Market Research LPO | CSO CSAA | Report LPO Installation | 15.02.2003 28.02.2003 31.03.2003 30.06.2003 | Physical |
| Improve equipment performance | <ul style="list-style-type: none"> Design a periodical service program for major equipment Implement maintenance program | Analysis | CM CSAA | Program | 30.04.2003 | Report |
| Exterminate vermin | <ul style="list-style-type: none"> Establish a fumigation program Source for fumigation contracts Execute fumigation | Program | CM | Absence of Pests CSAA | Quarterly | Report |
| Establish source of raw materials | <ul style="list-style-type: none"> Analyze all required raw materials Establish quality requirements Prepare tender requirements Advertise for tenders Analyze and schedule tenders Award tenders Control receiving | Needs Analysis | CM | Analysis Report | 31.01.2003 15.02.2003 | Report |
| | | | CSO COMMITTEE | Document Advert Suppliers | 31.04.2003 31.05.2003 30.06.2003 | Suppliers in place |

APPENDIX V: PUBLIC RELATIONS DEPARTMENT

| OBJECTIVES | ACTIVITIES | INPUT | OFFICERS RESPONSIBLE | OUTPUT | TIME FRAME | VERIFICATION |
|---|--|---|--|---------------|----------------------------------|--|
| To establish an effective & efficient PR Division | Recruit Required Personnel | Write Orgn. Chart Re-deploy Personnel Recruit New Staff | PRO (Mr. Ngwalla)(Mr. G. Okolla) Personnel Department | | By April 2003 | Personnel in Place |
| | Acquire necessary Equipment | Get budgetary Allotment Purchase Equipment Estimate Kshs. 12m | Finance Division Supplies Department (Mrs. Kanyiha) | | By Sept 30,2003 | Actual Equipment Purchased |
| Provide MPs of Ninth Parliament with documents | Writing new documents Revision of old Documents | Writing & Printing documents | PRO (Mr. Ngwalla) DC (Mr. Gichohi) CA (Mr. Mwendwa) | | By January 2003 | All required Documents Available for Ninth Parliament |
| Revision & Production of Publications | Dependent on Hire of Staff & Purchase of Equipment | Monetary & Organizational Resources | PRO (Mr. Ngwalla) Personnel Dept. DC (Mr. Gichohi) | | By Sept 30,2003 | New Parliament and Old Revised Publications for Ninth Parliament |
| Establishment of Press Centre | Creation of physical space & Purchase of furniture | Planning and Monetary resources | Clerk of N.A. Mr. S. Ndindiri PRO (Mr. Ngwalla) | | By June 2004 | A Functional Press Facility for Mass media |
| Establishment of Guest centre | Creation of physical space & purchase of furniture | Planning and Monetary resources | Personnel Department (Mr. G. Okolla) D.C. (Mr. P.C. Omollo) | | By April 2003 | A Facility of MPs and Guests is established |
| Creation of Protocol Office | Hiring or redeployment of protocol officer under PRO | Initiate process of hiring or redeployment of protocol officer | Personnel Department (Mr. G. Okolla) D.C. (Mr. P.C. Omollo) | | By Sept, 30 th , 2003 | Faster processing of passports, Visas, guests etc |
| Establish Education Office | Hire one or two education staff | Initiate process of hiring educationist | | | | School visits, production of educational materials |

APPENDIX VI: THE SUPPLIES DEPARTMENT

| OBJECTIVES | ACTIVITIES | RESPONSIBLE OFFICER | OUTPUT | TIME FRAME | VERIFICATION METHOD |
|--|---|----------------------------|--|-------------------|--|
| 1. Reduce procurement delays/ stock outs | Identify suppliers | Chief Supplies Officer | List pre – qualified | 2 months | List of Suppliers |
| | 1. Pre- qualify suppliers | | List of approved suppliers | 2 weeks | |
| | 2. National Assembly Tender Board adjudicates | Senior Supplies Officer | Quotations opened & analyzed | 1 week | Order issued to successful bidders. |
| | Equipment requirements | Chief Supplies Officer | List of equipment needed | 1 week | Ask officers what they need |
| | 1. Determine what equipment is required. | | Memo to Senior Principal Finance Officer | 1 week | Copy memo to Deputy Chief Serjeant –at- Arms |
| | 2. Make purchase proposal to senior Principal Finance Officer | Senior Supplies Officer | Local purchase order | 1 week | Delivery of equipment |
| | 3. If funds available procure | | | | |

| OBJECTIVES | ACTIVITIES | RESPONSIBLE OFFICER | OUTPUT | TIME FRAME | VERIFICATION METHOD |
|--|--|-------------------------------------|--------------------------------|---------------|------------------------------------|
| | Stores Management | | | | |
| | 1. Prepare a list of stock items. | Stores Officer | Stock position | Every 2 weeks | No stock out |
| | 2. Verify position | Supplies Officer I | Approved /amended list | 2 days | Approved list Quotations opened |
| | 3. Obtain quotations | Supplies Officer I | Quotations | 2 weeks | LPO register entered |
| | 4. Raise LPOs | Supplies officer II | LPOs | 1 week | Amended stock list |
| | 5. Receive goods | Stores Officer | Stock Receipt | 2 weeks | |
| 2. Dispose of old bonded stores half yearly | 1. Write to the clerk for approval to dispose. | Chief Supplies officer | Letter | 1 weeks | Response |
| | 2. On approval organize for sale | Senior supplies officer | Advertisement | 2 weeks | Response from interested parties\ |
| | 3. Clear the stocks / remove | Store man/ Serjeant –at- Arms | Letter to remove from premises | 1 week | Physical check |

APPENDIX VII: PERSONNEL DERPARTMENT

| OBJECTIVE | ACTIVITIES | INPUT | INDIVIDUAL TO PERFORM | OUTPUT | TIME FRAME | VERIFICATION |
|---|--|---|---|---|--|--|
| Improvement of staff performance at the Parliamentary Service Commission through training and career development programmes | (1) Filling of Vacant positions. Identification of vacancies. Advertise the positions. Constitute an interview & selection panel Shortlist suitable candidates Invite suitable candidates for interview -Interviews -Appoint -Deploy | -Staff requirements from respective Divisional Heads -Stationery | Chairman – recruitment & selection Panel. Senior Principal Personnel Officer | Filling of all vacant positions with the most suitable candidates | Exercise should be completed by 31 st March, 2003 | Appoint & Deployment of suitable officers to respective offices. |

| OBJECTIVE | ACTIVITIES | INPUT | INDIVIDUAL TO PERFORM | OUTPUT | TIME FRAME | VERIFICATION |
|-----------|---|---|---|--|--|--|
| | <p>(2) Development of Schemes of Service for Various Cadres Consultations with DPM Setting of T.O.R.S Discussion of draft proposals -Moderation -Compilation</p> | Constitute a team at DPM consultants and National Assembly officers from Human Resource Department -Proposals from Heads of Divisions -Stationery | Senior Principal Personnel Officer, Principal Personnel Officer, DPM Consultants | Development of draft schemes of service for various cadres within the Parliamentary Service Commission -Presentation of final draft to Parliamentary Service Commission for approval -Printing of finished copies for adoption | 1 st draft by 31 st December, 2003 -Final drafts by 31 st July, 2004 | Development of schemes of service for various cadres within the Parliamentary Service Commission |

| OBJECTIVE | ACTIVITIES | INPUT | INDIVIDUAL TO PERFORM | OUTPUT | TIME FRAME | VERIFICATION |
|-----------|---|---|---|---|---|---|
| | <p>(3) Training</p> <ul style="list-style-type: none"> -Carrying out of a Training needs analysis in the respective Departments -Draw Training Programmes -Present to Chairman Training Committee -Implement -Evaluate impact -Filling of the vacant Principal Human resource Development Officer -Source for Funding | <p>Obtain training requirements from Heads of Division and individual officers</p> <ul style="list-style-type: none"> -Asses Training needs -Funds -Stationery | <ul style="list-style-type: none"> -Chairman Training Committee -Heads of Division -Senior Principal Personnel Officer -Principal Personnel Officer | <ul style="list-style-type: none"> -Training Programmes for various cadres -Adoption and implementation of report on "Managing Change" Workshop at Rift Valley Resort & Golf Club, Naivasha (the 21-22, 2002) | <p>Final draft by 31st June 2003</p> | <p>Implementation of training Programmes locally and abroad</p> <ul style="list-style-type: none"> -Appointment of a Senior Principal Human Resource Development Officer |

| OBJECTIVE | ACTIVITIES | INPUT | INDIVIDUAL TO PERFORM | OUTPUT | TIME FRAME | VERIFICATION |
|-----------|--|--|---|--|--|--|
| | <p>(4) Staff Performance Appraisal</p> <ul style="list-style-type: none"> -Define Organizational vision -Set goals/performance standards -Define/Describe responsibilities -Training of both appraisee and appraiser -Testing of appraisal tool | <p>Training Funds Stationery</p> | <ul style="list-style-type: none"> -Senior Principal Personnel Officer -Principal Personnel Officer -Chief Personnel Officer -Heads of Division | <p>-Setting up a performance appraisal system</p> <ul style="list-style-type: none"> -Rewarding of performance -Reviews of performance | <p>Should be in place by 31st March, 2003</p> | <p>Implementation of a performance appraisal tool.</p> |

APPENDIX VIII: LIBRARY DIVISION

| OBJECTIVE | ACTIVITIES | INPUTS | RESPONSIBLE OFFICER | EXPECTED OUTPUT | TIME FRAME | VERIFICATION METHOD |
|--|--|---------------|---|---|--|--|
| Improve the Library Services | -Identifying the books and other reading material to be bought | Three Million | Librarian in consultation with other Divisional Heads | A list of the proposed books and other reading material | 20 th – 31 st Jan, 2003 | Availing the list of the selected books and other reading material |
| Acquisition of books and other reading material to update the current collection | -Seek approval for purchase | | Librarian | Obtained approval and Awarded tenders | 3 rd – 15 th Feb, 2003 | Report on the quotations submitted. |
| | -Evaluation and awarding of the tender | | Librarian/C.S.O | Obtained and Awarded tenders | 17 th – 28 th Feb, 2003 | Report Awarded on the evaluation |
| | -Procuring of the books | | C.S.O | List of books to be procured | 3 rd – 5 th March, 2003 | List of the books to be procured. |
| | -Receipt and processing of the books | | Librarian | Books and other reading material | 10 th Mar – 7 th April, 2003 | Availing the books for circulation. |

| OBJECTIVE | ACTIVITIES | INPUTS | RESPONSIBLE OFFICER | EXPECTED OUTPUT | TIME FRAME | VERIFICATION METHOD |
|---|--|--------|---------------------|-----------------|------------|---------------------|
| To make Continental the proposed Continental Library operational. | Acquisition of books and other reading material to stock the new library (activities as above with the same officers responsible and verification methods) | | | | | |

| OBJECTIVE | ACTIVITIES | INPUTS | RESPONSIBLE OFFICER | EXPECTED OUTPUT | TIME FRAME | VERIFICATION METHOD |
|--|---|---------|---|---|--|---|
| To strengthen the capacity of the Library staff. | Identify the required manpower to manage the library. Submit the requirement to the personnel for onward transmission to P.S.C. Approval and advertisement of the post. Recruitment and appointments | | Librarian Librarian/S.P.P.O | List of required as provided in the sp. Submitted requirements | | |
| Computerization of Parliament Library | Acquisition of computers and library software | 500,000 | S.P.P.O/C.S.O | Jobs. Adverts | | Copy of the adverts. |
| | Actual Computerization of the library systems (other activities to achieve this objective would have to be worked upon by all the library staff since this is a major project) | | Clerk/PSC/S.P.P.O C.S.O Librarian | Appointment of officers Computers in the library | 1 week (since computers are in the stores) April to December 2003 | Appointment letters and the reporting of the newly recruited officers. Computers in the library. An operating library system. |

APPENDIX IX: SERGENT-AT-ARMS DIVISION

| OBJECTIVE | ACTIVITIES | INPUT | RESPECTIVE OFFICER | OUTPUT | TIME FRAME | VERIFICATION METHOD |
|---|---|--|--|---|---|--|
| PARLIAMENTARY SECURITY | Purchase/Installation of security equipment in Parliament buildings | <ul style="list-style-type: none"> Approximately Kshs. 200 million Electrical trunking CCTV Cameras CCTV Monitors Bag Searching Machines (luggage) Walk through detection machines Panic/Alarm buttons Electrical surveillance machines Control rooms Communication equipment Broadcast equipment | <p>CSA to identify the needs/Consultant</p> <p>CSO to prepare terms of reference</p> <p>CSO/Consultant</p> | <p>To develop a state of the art Integrated system based on CCTV technology to enhance security of Parliament</p> <p>Terms of reference are a standard requirement in procurement procedures and must be tandem with the government</p> <p>These terms must be clear to the executive to avoid litigation and it is important that he is conversant with them and makes his own input. He is the accounting officer</p> | <p>1 week 16-21st Dec.</p> <p>1 week 23 – 30th Dec</p> <p>1 week 2nd – 7th Jan.</p> | <p>Weekly meetings initially between the CSSA/S{FO/Consultant until tendering process begins.</p> <p>Same GP meets fortnightly after tendering process begins</p> <p>Site meetings mandatory weekly to monitor progress until completion</p> |
| | CSA to develop quantum and specs | | | | | |
| | CSO to develop reference | | | | | |
| STAFFING LEVELS Needs are being addressed by the Human Resource Department | CAN, CSSA, CSO & SPFO to discuss TOR | | CAN, CSA, CSO, Consultant | Commencement of Tendering process jump – starts the whole exercise. Its pre-qualifies the tenders | 1 week 7 th – 14 th Jan | NB. CAN or his representative to be available throughout these meetings. |
| | Tendering process to commence | | CSO/Tender Board | Completion of this process is a major step towards this project and the best (those who meet the conditions) are shortlisted | 4 weeks 16 th Jan – 14 th Feb. | Tender committee to adjudicate |
| | Tendering process completed | | PSC/Tender Board Consultant | Awarding of tender is significant. The tender Board is mandated to pick the winner | 1 week 16 – 24 Feb. | Tender Committee to adjudicate |

| OBJECTIVE | ACTIVITIES | INPUT | RESPECTIVE OFFICER | OUTPUT | TIME FRAME | VERIFICATION METHOD |
|-----------|----------------------------------|-------|--------------------|---|--|--|
| | Tender awarded (by tender Board) | | PSC Tender Board | Any complaints by losers are addressed at this stage. Can also impact on the whole project | 1 week 26 th Feb – 2 nd Mar. | Tender Committee to adjudicate |
| | Await complaints | | CAN/Tender Board | Commencement of the project should be timely to avoid any future delays | 3 weeks 4 th Mar. – 30 th April | Supervision by the Consultant and CSSA |
| | Project commences | | CAN/CSAA | Completion of project signifies installation and commissioning of the equipment | 4 weeks (mobilization) 1 st – 30 th April | Supervision by the Consultant and CSAA |
| | Project completed | | | Completion of project signifies installation and commissioning of the equipment and thus declare end of project. The objective set (Parliament security) will have been achieved. | 2 months 1 st May – 1 st July | Speaker, CAN, CSAA |