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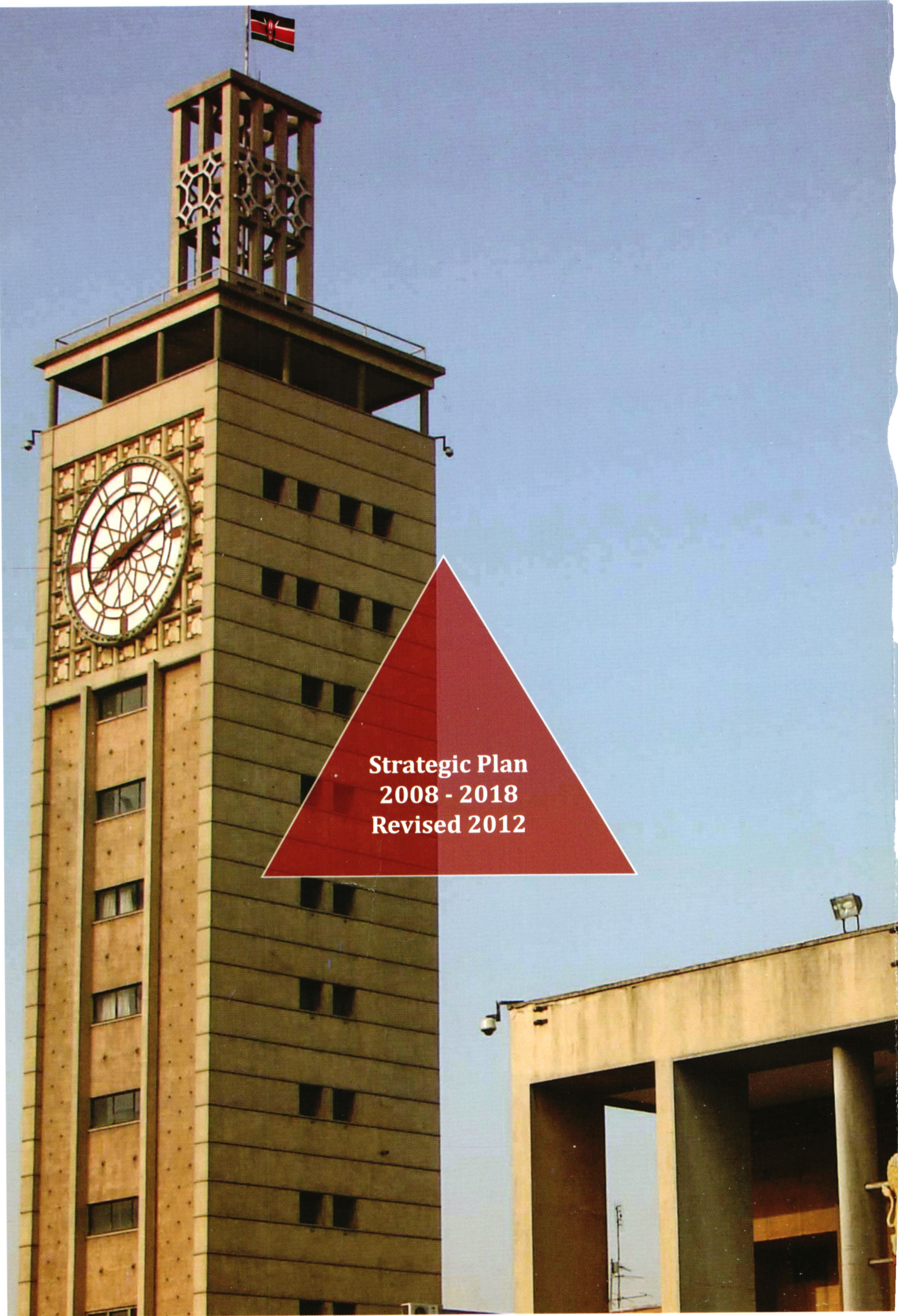
PARLIAMENT

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COMMISSION

STRATEGIC PLAN

2008 - 2018

Revised 2012

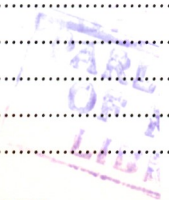


**Strategic Plan
2008 - 2018
Revised 2012**

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List of Acronyms

ACP– EU	African Caribbean Pacific – European Union
ACU	AIDS Control Unit
AG	Attorney General
AGOA	African Growth Opportunities Act
A-I-A	Appropriation-in-Aid
ASK	Agricultural Society of Kenya
APU	African Parliamentary Union
AU	African Union
BOM	Board of Management
CNA	Clerk of the National Assembly
CSR	Corporate Social Responsibility
CPA	Commonwealth Parliamentary Association
DAS	Director, Administrative Services
DFA	Director, Finance and Accounting
DFID	UK Department for International Development
DIRS	Director, Information and Research Services
DLCS	Director, Legislative and Committee Services
DC-P	Deputy Clerk- Projects
EALA	East African Legislative Assembly
ERS	Economic Recovery Strategy
HACU	Head, AIDS Control Unit
HOD	Head of Department
HOLC	Head, Office of Legal Counsel
HR	Human Resource
ICE	Information, Communications and Education
ICT	Information Communication Technology
IPU	Inter-Parliamentary Union
KNA	Kenya National Assembly
KPU	Kenya People's Union
LEGCO	Legislative Council
M & E	Monitoring and Evaluation
MP	Member of Parliament
OLC	Office of Legal Counsel
PARLSCOM	Parliamentary Service Commission
HPBO	Head Parliamentary Budget Officer
PBU	Parliamentary Broadcasting Unit
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PSR	Public Social Responsibility
SCU	Strategy Coordination Unit
SDC	Senior Deputy Clerk
SPIC	Strategic Plan Implementation Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats
USAID	United States Agency for International Development

Foreword by the Speaker of the National Assembly

The 27th August 2010 will remain an important date for current and future generations. This date heralded the birth of a new Republic; the Second Republic, with the resounding approval by the people of Kenya of a new Constitution, in a referendum. The Parliament of Kenya is proud of its role in this landmark development. The passing of the Constitution of Kenya, 2010 ushered in new structures and institutions in Government, not least in the Legislature which, beginning after the General Election due in 2013 will consist of two Houses namely: the National Assembly and the Senate. The myriad changes and developments in the constitutional dispensation call for a review of the Parliamentary Service Commission Strategic Plan 2008 – 2018.

It is noted that the current Strategic Plan was launched in October 2008 to guide the operations and long term vision of the Third Parliamentary Service Commission of the Tenth Parliament. The Third Commission is faced with the challenges of a highly informed public that demands a much higher level of service delivery. This is in addition to Members of Parliament who are young, highly professional and eager to serve the public more efficiently and effectively. It is against this background that the Commission had to rethink its strategic direction. The Second Strategic Plan, 2008 – 2018, could not have, therefore, come at a more opportune time in the rapid evolution of our Legislature. Notably, within the first two years of implementing the Plan, the Commission commenced the extensive renovation of the National Assembly chamber, in order to provide modern facilities and a good working environment for Members of Parliament.

In reviewing the Strategic Plan, we have taken into consideration the demands on Parliament in the new constitutional dispensation. There will be need to prepare various facilities and services for a larger increased National Assembly and for the new Senate House.

Our Parliament must play its rightful role in the implementation of the Constitution. It must also be in the forefront in the implementation of Vision 2030, which is our country's long-term development blueprint. Vision 2030 is motivated by a collective aspiration for a better Kenyan society by the year 2030. It envisions a country that is "globally competitive and prosperous with a high quality of life." This Strategic Plan is founded, and addresses the goals that must be achieved in line with the Vision 2030.

The launch of Vision 2030, the establishment of the Grand Coalition Government, and the successful implementation of the Economic Recovery Strategy (2003 - 2007) have created high expectations from the people of Kenya in the governance of institutions in general and in the Legislature in particular. Parliament has, therefore, remained under special focus as it discharges its functions of oversight and legislation. It is expected to play its role in furthering democratization of the

country. I have no doubt that the Tenth Parliament will continue to be equal to this challenge.

The Parliamentary Service Commission has the primary responsibility of facilitating Members of Parliament to effectively and efficiently execute their responsibilities. In this revised Strategic Plan, a clear focus has been established on the role of Parliament in ensuring that the Constitution is fully implemented. A number of Bills have been passed to anchor the Constitution. Others are pending before the House. In addition, a lot of focus has been placed on service delivery for both our internal and external customers. Providing high quality ICT capacity, enhancing the image of Parliament and delivering adequate office infrastructure will be key indicators of success of this Plan. In this regard, I am particularly pleased to note the continued enthusiasm of the public in our live broadcast of parliamentary proceedings, which we have been running since 2008. It is our desire to ensure that Kenyans have access to the activities in the Houses of Parliament and in their Committees.

This Strategic Plan is as a result of an extensive participatory and consultative process in which views of all stakeholders have been taken into account. It is therefore a shared statement of the way forward and the goals we must achieve in the planning period.

We take this opportunity to salute our development partners who have been with us in the development of this Strategic Plan. Of notable mention are the USAID and DFID who, through their implementing agency the State University of New York (Kenya) Parliamentary Strengthening Programme have provided resources that have supplemented the Parliament of Kenya's effort in developing the Strategic Plan and its revision. We look forward to even more support as we implement the Plan.

The achievement of the goals set out in this Strategic Plan is the responsibility of all of us. All efforts and resources shall be focused on realizing these achievements. In so doing, you are assured of my support and that of the entire Commission.

We look forward, with confidence, to the realization of all the milestones we have set for ourselves in this Strategic Plan.



Hon. Kenneth Marende, EGH, MP
Speaker of the National Assembly/
Chairman, Parliamentary Service Commission

Commitment by the Clerk of the National Assembly

In the year 2000, the Parliamentary Service Commission took the bold step of planning for the National Assembly for a period of 12 years through the Strategic Plan covering the period 2000 - 2012. For the first three years or so of the life of the Eighth Parliament, the Commission concentrated on improving the organisational structure and providing a good working environment for Members of Parliament and staff. The renovation of Continental House to provide office space for Members of Parliament was a major achievement of the First Commission. The Second Commission (2003 – 2007) put considerable effort in establishing a sound organizational structure for the Parliamentary Service, leading to the creation of directorates as centres of excellence in service delivery. The Second Commission was also able to recruit highly competent staff for the Parliamentary Service, acquire computer facilities and provide additional office space for both Members and staff.

This second Strategic Plan is as a result of a long participatory and consultative process. It is notable that within the last 2 years of the Strategic Plan 2008 – 2018 implementation, significant achievements have been realized. These include renovation of the National Assembly chamber, revision of the Standing Orders that have made the Members to be more vibrant in their work, increased ICT services, enhanced staff performance, the establishment of a working organizational structure and enhanced capacity of staff, and the improvement of services and facilities for the welfare of MPs and staff. However, there were also areas where targets were not achieved, challenges were encountered and lessons learnt in the process of its implementation.

The process of reviewing the Strategic Plan has provided all of us with the opportunity to be heard, it has clarified what must be done to play our roles in the achievement of the core mandate of the Commission and live up to the expectations of Constitution. It has also clarified many issues and areas that need to be addressed and allowed us to form a common understanding of the way forward. In addition to building ownership by all organs of the Commission, the process has demonstrated unity of purpose between the Commission and its employees, which unity is critical to the successful implementation of the Plan.

This Strategic Plan re-emphasizes our Vision and Mission, which we must always maintain in our focus. Our core values must always be our guiding principles in all that we do. The Plan provides strategic objectives and serves as the process framework of how we shall achieve our Vision and Mission. The Strategic Plan is a clear statement of what we wish and are committed to achieving during the next ten years. The Plan calls for progressive streamlining and enhancement of our organizational structures and capacities, additional facilities and for other resources necessary to effectively achieve these objectives. The Commission is committed to providing the resources necessary for the implementation of this Plan.

This Strategic Plan is a home-grown solution. We have formulated it through involvement of staff and the Commission. It is our belief that there will be higher acceptance and enthusiastic implementation. Management will dedicate all efforts

and resources in its jurisdiction to the achievement of this Strategic Plan, while closely monitoring performance in its implementation as a core management responsibility. To support this, performance benchmarks will be directly linked to the Strategic Plan and performance of all staff evaluated accordingly.

Briefly, the six Chapters of the Strategic Plan contain the following:

- **Chapter 1** is dedicated to the **Institutional Review** focussing on the historical evolution and role of the Parliament, core functions, Vision and Mission and core values of the Parliamentary Service.
- **Chapter 2** focuses on **Situational Analysis** and reviews the second Strategic Plan and analyses the internal and external environment while identifying the stakeholders of the Commission. The chapter also discusses the achievements, challenges of implementing the Strategic Plan for the period 2008 – 2010.
- **Chapter 3** delves into the **Emerging Issues** from which **Strategic Objectives** are derived.
- **Chapter 4** covers the Implementation process, **Resource Mobilisation** and **Risk Management**.
- **Chapter 5** provides the **Monitoring and Evaluation Framework** for the Strategic Plan.
- **Chapter 6** gives a detailed **Action Plan** providing an implementation framework.

I take this opportunity to appreciate the efforts of the members of the Strategic Plan Implementation Committee who have spearheaded the revision of the Plan and who are also involved in its implementation. These are: Clement Nyandiere (Director Research and Information Services; Chairman), Jeremiah Nyegenye (Director Legal Services; Vice Chairman), Shadia Faryd (Head Commission Secretariat), Joel Irungu (Senior Finance Officer), Margaret Igane (Senior HR Officer) and Perpetual Muiga (Committee Secretary).

The Clerk, the Board of Management and all staff of the Parliamentary Service undertake to work to realize the goals set forth in this Strategic Plan. It is a living document that must take cognizance of changing realities. We will continue adapting to these realities while making our best effort to play our role in realizing our Vision and Mission to make Parliament an institution of excellence.



Patrick G. Gichohi, CBS
Clerk of the National Assembly/
Secretary, Parliamentary Service Commission





CPA 56th Plenary Conference 10 – 19 September 2010



Delegates pose for a group photo with H.E. President Mwai Kibaki during the official opening of the CPA Conference held at KICC, Nairobi.



President Mwai Kibaki chats with the Speaker of the National Assembly, Hon. Kenneth Marende, during the official opening of the CPA Conference.



CHAPTER 1: INSTITUTIONAL REVIEW

This Chapter focuses on the historical evolution of the Parliament of Kenya, the role of Parliament, core functions, Vision and Mission and the core values of the Parliamentary Service. The Chapter also provides the justification and methodology applied in developing the Strategic Plan.

1.1 Historical Evolution of the Kenya Parliament

At independence, in 1963, the Parliament of Kenya was modelled along the Westminster parliamentary system with the exception of an Executive President. It was therefore, a mixture of both the presidential and parliamentary systems of government.

The advent of the present Parliament of Kenya began with the agitation by white settlers who, in 1906, petitioned the Secretary of State for Colonies demanding to be represented in the administration of Kenya. The British Government responded by issuing an Order in Council in 1906 that established an Executive Council chaired by the Governor and later the setting up of a Legislative Council (LEGCO).

The first Legislative Council sitting took place on 17th August 1907 in a corrugated iron sheet building situated along the then White House Road (now Haile Selassie Avenue), a location which today hosts the Railway Golf Club. This was composed of seven Members and was chaired by the Governor. The Governor made all nominations to the all-white LEGCO. Direct representation of African interests in the Council did not begin until October 1944 when Mr. Eliud Mathu was nominated to the Council.

The LEGCO was re-constituted in 1958 to comprise thirty-six constituency elected Members of whom fourteen were Africans, fourteen were Europeans, six Asians, one Arab and a number of others were nominated but so as to maintain a Government majority. In the previous year (1957) the election of the first African Members of the LEGCO had taken place.

Kenya attained Independence in 1963 with a bicameral Legislature, consisting of the House of Representatives with 129 Members and the Senate with 41 Members. In 1964 it became a Republic with Mzee Jomo Kenyatta as the first President. A constitutional amendment effected in 1967 saw the amalgamation of the two Houses to form the National Assembly of Kenya.

Today the National Assembly comprises 210 constituency elected members, 12 nominated members and two *ex-officio* members, that is, the Speaker, and the Attorney-General. The banning of Kenya People's Union (KPU) in 1969 turned the country into a *de facto* one-party state but later, a constitutional amendment in 1982 saw Kenya become a *de jure* one-party state. The country saw the re-



introduction of multiparty politics in 1991 following a constitutional amendment that resulted from a clamour for increased democratic space. Ever since the re-introduction of multi-partyism, the National Assembly has remained a vibrant institution and has reclaimed its rightful place in the governance of the country.

Since independence, there have been ten uninterrupted Parliaments, the current one having been sworn-in on the first sitting held on 15th January 2008. Within the same period, there have been six Speakers with the current Speaker, Hon. Kenneth Marende, MP, having been elected in the 10th Parliament's first sitting.

In its quest to attain an autonomous and independent status from the Executive, the Eighth Parliament enacted the Constitution of Kenya (Amendment) Act No. 3 of 1999, which established the Parliamentary Service Commission (PARLSCOM) and the Parliamentary Service. In 2000, the Parliamentary Service Act was enacted to operationalize the Constitution of Kenya (Amendment) Act No. 3 of 1999. Parliamentary reforms started in 1991 have acquired greater momentum, enabling Parliament to reassert its authority and expand parliamentary democracy.

The Kenya Parliament, in line with its global peers, has been evolving as a democratic and transparent institution that consistently responds to the changing political environment. Developing and executing legislative agenda and promoting a cohesive, peaceful, and progressive society have been overriding policies and strategic objective of the Parliament since Independence. During the early post-independence phase, emphasis was placed primarily on achieving nationhood and its attendant features but successive Parliaments have asserted their representative mandate and developed oversight roles and accelerated the transformation of Kenya into a dynamic, prosperous and vibrant society. At the same time, significant emphasis has been placed on public participation and involvement in parliamentary processes. This has been consistent with the continuing trend of democratic pluralism in the country.

On August 27th 2010, the new Constitution of Kenya was promulgated with Parliament playing a central role in the process. The new constitutional dispensation establishes a bicameral legislature known as the Parliament of Kenya, consisting of the National Assembly and the Senate and composed of 350 and 68 members, respectively. This is the single most significant change for the Parliament since independence.

Members of Parliament will be called upon to make their contribution in addressing the challenge of fully implementing the new Constitution in letter and spirit, consolidating Parliament's role in strengthening political stability, national reconciliation, social harmony and expansion of democratic space, which are the foundations of Kenya's socio-economic development and stability. As the supreme legislative body, Parliament will continue to play a critical role in ensuring that the national agenda of maintaining political stability, so necessary for achieving a prosperous nation in the medium-term, is achieved.





1.2 Role of Parliament

Article 93 in Chapter Eight of the Constitution establishes the Parliament of Kenya consisting of the National Assembly and the Senate. The Chapter further spells out the roles, functions and other matters relating to the membership and operations of Parliament.

It should however, be observed that the operation of Chapter Eight of the Constitution is suspended until the holding of the first elections under it, due in early 2013. The National Assembly acts as the Parliament of Kenya until the election of the Senate.

The National Assembly

The National Assembly will consist of 350 members, who include 290 members, each elected by the registered voters of single member constituencies; 47 women, each elected by the registered voters of the counties, each county constituting a single member constituency, 12 members nominated by parliamentary political parties according to their proportion of members of the National Assembly, to represent special interests including the youth, persons with disabilities and workers and the Speaker. Among the key roles of the National Assembly include: Representing the people of the constituencies and special interests, deliberating on and resolving issues of concern to the people, enacting legislation, determining the allocation of national revenue between levels of government, exercising oversight over national revenue and expenditure, reviewing the conduct in Office of the President, Deputy President and other state officers and approval of declarations of war and of states of emergency.

The Senate

The Senate will consist of 68 members of whom 47 are elected by the registered voters of the counties, each county constituting a single member constituency, 16 are women members nominated by political parties according to their proportion of county members of the Senate elected in terms of Article 90 of the Constitution, 2 being one man and one woman, representing the youth, 2 being one man and one woman, representing persons with disabilities and the Speaker. The key roles of the Senate are: To represent the counties and the interests of the counties and their governments; participate in law making by considering, debating and approving Bills concerning counties; determine allocation of national revenue among counties exercise oversight over national revenue allocated to county governments and participate in the oversight of State officers by considering and determining any resolution to remove the President or Deputy President from office.



1.3 Establishment and responsibilities of PARLSCOM

Members of Parliament are facilitated to discharge their mandates by staff employed by the Parliamentary Service Commission (PARLSCOM).

PARLSCOM is established under section 45B of the former Constitution of Kenya and Chapter Eight of the (new) Constitution. Under Article 127 of the Constitution, PARLSCOM will now consist of the Speaker of the National Assembly, as the chairperson, seven Members appointed by Parliament among its Members (of whom one shall be elected by the Commission as the vice-chairperson), and two Members, one man and one woman appointed by Parliament from among persons who are experienced in public affairs but are not Members of Parliament. The Clerk of the Senate is to be the Secretary to the Commission.

Article 127(6) of the Constitution sets out the responsibilities of the Commission. Clause (6) of the Constitution of Kenya stipulates the responsibilities of the Commission to be the following:

- a) provide services and facilities to ensure the efficient and effective functioning of Parliament;
- b) constitute offices in the Parliamentary Service, and appointing and supervising office holders;
- c) prepare annual estimates of expenditure of the Parliamentary Service and submitting them to the National Assembly for approval, and exercising budgetary control over the Service;
- d) undertake, singly or jointly with other relevant organisations or programmes to promote the ideals of Parliamentary democracy, and;
- e) perform other functions necessary for the wellbeing of the Members and staff of Parliament, or prescribed by national legislation.

Clerks and staff of Parliament

Article 128 of the Constitution provides that there shall be a Clerk for each House of Parliament appointed by PARLSCOM with the approval of the relevant House and that the offices of the Clerks and of members of the staff of the Clerks shall be officers in the Parliamentary Service.

1.4 Vision

To be a supreme, effective, efficient and self-sustaining Parliament as a major participant in the process of good governance



1.5 Mission

To facilitate the Members of Parliament to efficiently and effectively fulfil their constitutional mandate in a representative system of Government by upholding and ensuring the autonomy of Parliament in its corporate relationship with other arms of Government.

1.6 Core Values

The Parliamentary Service is committed to upholding the following core values:

- ***Professionalism***

We shall strive to maintain a high level of competence while promoting teamwork and professionalism.

- ***Impartiality***

We shall be objective and impartial in delivery of service.

- ***Integrity***

We shall maintain the highest level of accountability, transparency and integrity in the discharge of our duties.

- ***Efficiency***

We shall be efficient, provide quality services and be responsive to the needs of all our stakeholders.

- ***Courtesy***

We shall be customer-focused, courteous and accord respect to everyone.

1.7 Justification for the Revision of the Strategic Plan

The Strategic Plan 2008 – 2018 was launched in October 2008 with the aim of addressing the long-term needs of the third Parliamentary Service Commission which took office in May 2008. It was found necessary to develop a long-term plan to both implement the activities envisioned in the Third Phase of the previous Strategic Plan and develop a framework for Parliament's response to the increased demand for improved governance and development of the country up to 2018. The current Plan is now in its second year of implementation.



However, the promulgation of the new Constitution has considerably affected the current Strategic Plan of Parliament and has necessitated its review and re-orientation. Substantial work is expected to be accomplished by the present Parliament in formulating and passing the Bills necessary to bring the new Constitution fully into effect. In addition, the new constitutional dispensation requires significant changes to the institution of Parliament itself. These changes particularly centre on the establishment of a bicameral House with a big increase in the number of members and new and enhanced roles for Parliament. These changes call for among other things, the provision of enhanced physical facilities, restructuring of PARLSCOM in line with the new changes, enhancement of staff capacity and reviewing of House rules and procedures.

This Revised Strategic Plan is aimed at clarifying the goals to be achieved by PARLSCOM in implementing the requirements of the new constitutional dispensation, providing for the planning period, and aligning these with Vision 2030 while ensuring a shared understanding of the requirements of the new Constitution across PARLSCOM.

1.8 Methodology of Developing the Strategic Plan.

This Strategic Plan has been developed through a participatory and consultative process, which involved consultative meetings, retreats for senior management and other staff with the leadership of PARLSCOM, and workshops for directorates. The process was aimed at ensuring that there was ownership of the Plan, and commitment and leadership that is necessary for its implementation.

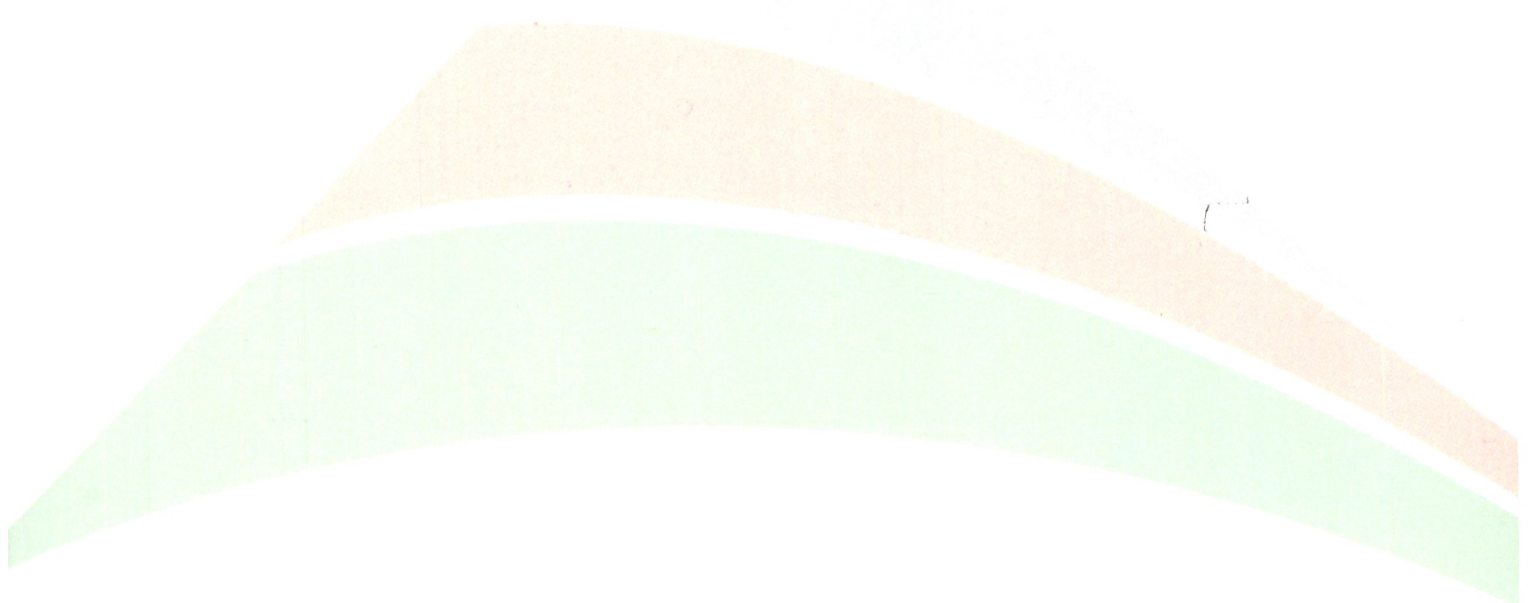
A committee was constituted to steer the reviewing of the Strategic Plan. In the process of revising the Strategic Plan, the committee reviewed the following documents:-

- The 2nd Strategic Plan 2008 – 2018
- The Constitution of Kenya, 2010
- The First Strategic Plan (2002 to 2012)
- The Constitution of Kenya (Amendment) Act, No.3 of 1999
- Vision 2030
- Vision 2030, first Medium-Term Plan (2008 to 2012)
- Presidential Circular No. 1/2008: Organization of the Government of the Republic of Kenya



The committee used information gathered from these documents, retreats, workshops and submissions by various directorates and departments to carry out Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, political, economic, social, technological, legal and environmental (PESTLE) analysis, a stakeholder analysis as well as writing other sections of this Plan. The institutional bottlenecks that may be undermining the effectiveness of various departments and the need to embrace a results-oriented management approach that leads to efficient delivery of services guided the proposals made on the development of new structures and the need for recruitment of staff.

The resource requirements for implementing the Plan have been worked out from the estimated costs of the proposed programmes and activities.





Parliament Live Broadcast and Renovations



The broadcasting team at their work at the Parliamentary Studios. House broadcasts have been on since July 2008.



Inside the renovated National Assembly Chamber





CHAPTER 2: SITUATIONAL ANALYSIS

This chapter captures the situation leading to the development of the 2008 – 2018 Strategic Plan and reviews the status of implementation of the Strategic Plan 2008 – 2018 for the period 2008 – 2011. The chapter then presents analyses of the internal and external environments and new developments necessitating the revision of the Plan under which the revised Strategic Plan is envisaged.

2.1 The new Constitutional Dispensation and Impact on Strategic Plan

The adoption of the Constitution of Kenya, 2010 with stringent time limits for its implementation has created new challenges and opportunities faced by PARLSCOM. The new constitutional dispensation has far reaching implications on the structure, roles and functions of Parliament. It is the responsibility of PARLSCOM to facilitate the current Parliament in enacting the forty-nine (49) legislations necessary to implement the new Constitution and to provide the facilities needed to accommodate the significantly increased number of members of Parliament. This will entail availing all the infrastructure including, offices and other amenities required for the two Houses of Parliament in time for the new Parliament expected to be in place early in the year 2013. PARLSCOM must develop the staff capacity necessary to support the operations of the two Houses of Parliament.

2.1.1 Implementation Management and Oversight

The overall responsibility for the implementation of this Strategic Plan lies with the Commission. However, Strategic Plan Implementation Committee (SPIC) will continue with its delegated role as overseer of the Strategic Plan implementation. SPIC reports to Board of Management and PARLSCOM.

2.1.2 Staffing and Organisational Structure

The new Constitutional Order has implications on the staffing of Parliament. The increase in the total number of members from 224 to 418 requires enhanced capacity to provide them with the necessary technical support and facilitation to perform their Constitutional mandate. In revising the organisational structure, the PARLSCOM took into account the roles defined in the new Constitutional Order, the need to address gaps identified earlier, create efficiencies and reduce duplication. The detailed structures and staffing levels will be worked out and appended to this Plan.

Capacity building for current and new staff is required to ensure they are adequately prepared to handle their roles in the new Constitutional dispensation competently. This will be done through a series of workshops to fully prepare the staff on their roles in the new Order.



2.1.3 Physical Infrastructure

As discussed in earlier chapters, Parliament needs facilities to support two chambers of Parliament: Senate with sixty-eight (68) Members, and National Assembly with three hundred and fifty members. In addition, staff should be employed to support the significantly expanded number of members of Parliament. These require the following physical facilities:

1. Two chambers of Parliament.
2. Offices for the four hundred and eighteen (418) members of both Houses of Parliament.
3. Offices for additional staff and to meet the gaps that already existed.
4. Expanded catering, gym and health facilities.
5. Expansion of facilities for Parliamentary Studies and Training.
6. Parking facilities for both Members and staff.

These facilities will be accommodated in the Main Parliament Building, Harambee Plaza, Continental House, County Hall and Protection House.

2.1.4 Information and Communications Technology (ICT)

A number of ICT requirements were identified for the implementation of the new Constitutional Order. These include upgrading ICT infrastructure with additional hardware, network extensions, extension of digital display unit, multi-media digital congress system, and the upgrading of the current internet bandwidth. Software required includes integrated computer-based system, legislative business processing system, catering management system and the upgrade to the Library management system.

2.1.5 Legislative and Committee Services

The new Constitutional dispensation significantly affects the legislative and committee services of Parliament. This will require the following activities to be undertaken to ensure a smooth transition:

- a) Compilation of Standing Orders for the Senate and National Assembly.
- b) Compilation of Rules for public and media access to the Senate, National Assembly and Committees of the two houses.
- c) Compilation of procedures for public hearings in committees.



- d) Compilation of a manual on legislative and committee services for the National Assembly and the Senate.
- e) Capacity building of staff on new Rules, Procedures and Standing Orders.

2.1.6 Procedural and Legal Matters

The new Constitutional Order is founded on the enactment of a minimum of forty-nine (49) new statutes and the revision of some existing ones to comply with the new Order. Most Bills relating to implementation of the Constitution were enacted in 2011 and a few are pending finalization by the House. To facilitate this process of implementing the Constitution, the following activities are necessary:

1. Establish collaborative mechanisms of working with the other key institutions involved in the implementation of the new Constitution, which include the Commission for the Implementation of the Constitution, the Attorney General and the Kenya Law Reform Commission.
2. Facilitate the process of enacting the required statutes.
3. Formulate guidelines for approval by the National Assembly, for persons nominated for appointment to various offices under the new Constitutional dispensation.
4. Provide technical assistance in the implementation of the Constitution.

2.1.7 The Senate: Mace, Regalia and Colour Schemes

A mace for the Chamber, regalia for the Speaker and Clerk and colour schemes for the Senate are required in readiness for Senate sittings. The colours will be done so as to differentiate the two Houses of Parliament. The items subject to colour schemes include the regalia of the speakers and clerks of both Houses, carpeting and seats, stationary, gowns for officers and uniform for staff.

2.2 Review of Implementation of the 2nd Strategic Plan (2008 – 2018)

The Strategic Plan 2008 – 2018 (that is hereby reviewed) was launched in October 2008 and various activities have since been implemented in support of the set objectives as discussed below.

2.2.1 Achievements

The following is a highlight of the achievements in the implementation of the Strategic Plan for the three years from its launch in October 2008 to December 2011.



Objective 1: Strengthening the Capacity of Members to Make Laws

PARLSCOM has achieved the following in support of this objective:

- Facilitated Members to pass various Bills relating to implementation of the Constitution of Kenya, 2010.
- Facilitated Members to undertake vetting processes for panels appointed to various Commissions.
- Facilitated the drafting of new Standing Orders for both Houses of Parliament;
- Prepared Procedural Manuals to be in tandem with the provision of the New Standing Orders;
- Recruited additional Legal Officers (5) and Clerk Assistants (20) to support MPs work;
- Implemented the Hansard Production System to improve Hansard production, and;
- Trained legal counsel, clerk assistants and Hansard staff on House procedures.

Objective 2: Strengthening Capacity of MPs to Oversee Budget

PARLSCOM achieved the following in support of this objective:

- Inducted MPs and staff on the Budget process;
- Facilitated enactment of Fiscal Management Act, 2009;
- Developed guidelines for scrutiny of the Budget; Undertook continuous policy reviews to inform Parliament on economic and cost implications of policies, and;
- Sensitized MPs on the process of budget scrutiny.
- Recruited eight (8) additional staff for the Budget Office.

Objective 3: Strengthening Parliamentary Research Services

The following were achieved in support of this objective:

- Recruited 5 additional staff and designated 2 staff for Research Department, hence new number of 10 (70% increase);

- Deployed researchers in the relevant specialized Departmental Committees;
- Organized capacity building workshops/seminars for Members and staff;
- Provided enhanced library and ICT services to MPs and staff.

Objective 4: Improved Utilization of Allocated Funds

PARLSCOM achieved the following in support of this objective:

- Operationalized the Integrated Financial Management Information System (IFMIS);
- Sensitized Directorates in budgetary processes and procurement plans, and;
- Strengthened the Project Implementation Committee to implement projects.

Objective 5: Enhance the Public Image of Parliament

Under this objective, the following were achieved:

- Live broadcast of House proceedings continued;
- Established a modern Media Centre;
- Published Parliamentary Magazine (4 issues);
- Implemented outreach programmes by participation in National events including the Public Service Week;
- Enhanced coverage of Parliament in Media;
- Recruited 2 professionals in Media and Public Relations.

Objectives 6, 7 & 8: Staff Performance, Capacity & Service Delivery

PARLSCOM has achieved the following in support of these three objectives:

- Undertook review of the Parliamentary Service organisation structure and staff schemes of service;
- Organized local and external courses, attachments, workshops and seminars for staff development;



- Undertook promotions, re-designation and management of discipline cases;
- Established Akiwumi Tribunal to review terms and conditions of service for Members and staff;
- Developed/ reviewed schemes of service for all cadres; recruited professional staff in various departments;
- Established Centre for Parliamentary Studies & Training for training and capacity building.

Objectives 9 & 10: Strengthen the Office of the Speaker and Other Parliamentary Offices and Office of the Clerk

PARLSCOM achieved the following in support of these two objectives:

- Developed a structure for the Office of the Speaker and is in process of implementing it;
- Deployed one officer to support the Speaker in research, and;
- Deployed one staff to work as Personal Assistant to the Clerk.

Object 11: Improve the Working Environment

The Commission is undertaking the following in support of this objective:

- Undertook refurbishment of the National Assembly chamber to make it modern and user friendly;
- Designs for construction of a modern office block completed and ground breaking expected any time;
- Acquired Protection House;
- Rehabilitated car parks.
- Plans to renovate Senate Chamber
- Plans to expand the Kitchen and Dining area
- Acquire additional office space in the vicinity of Parliament





Object 12: Enhance ICT Services

The following were achieved under this objective:

- Increased Internet capacity by acquiring high speed internet connection; Improved network and reduced failures of service;
- Refurbished computer training room and provided new computers;
- Set-up an ICT training facility at Centre for Parliamentary Studies and Training;
- Acquired computers and printers for MPs and staff;
- Upgraded website;
- Improved speed of solving ICT related problems;
- Recruited two members of staff- System and Network administrators.

2.2.2 Projects Not Successfully Implemented

However, some projects were not successfully implemented. These include:

- Security system project completion and handover;
- Acquisition of office space for staff;
- Setting up of the National Assembly Fund;, and;
- Institutionalisation of Performance Management system.

2.2.3 Challenges faced in implementation

Challenges in implementation of the Strategic Plan included:

- Limited awareness of the Strategic Plan among some staff in some departments;
- Some departments set unrealistic work plans with targets they could not achieve;
- Poor inter and intra-communication and coordination among/within Directorates/Departments;
- Inertia from some of the staff to embrace the strategic plan;





- Inadequate internal capacity to undertake specialized capital projects leading to implementation delays and over dependence on consultants and Ministry of Public Works.

2.2.4 Lessons learnt

Arising from the experience of implementing the Strategic Plan so far, the PARLSCOM drew a number of lessons that would be important in the implementation of this Revised Strategic Plan (2008-2018). The lessons include:

- Departments are eager to implement their mandate, when well guided.
- It is important to have a grass root approach to crafting a strategic plan as this involves more stakeholders and increases wider ownership.
- There is need to set up Strategy Coordination Unit to concentrate on following up issues of the Strategic Plan Implementation on a daily basis.
- Kenya Parliament needs in its ranks specialised personnel, especially an architect, a quantity surveyor and an electrical engineer to manage its capital projects.
- Staff matters remain a key component of successful implementation of the Strategic Plan, thus, there is need for the Commission to put in place mechanisms to ensure staff matters such as promotions, redesignations, and salary reviews are expedited. This calls for an efficient staff management system.





2.3 Role of PARLSCOM in Vision 2030 and Medium Term Plan 2008-12

Vision 2030 is the new long-term development strategy for Kenya. It aims to “transforming Kenya into a newly industrialized middle-income country providing a high quality life to all its citizens by the year 2030”. The strategy has three Pillars:

- a) *The Economic Pillar*, which aims at creating a vibrant economy with an average economic growth rate of 10% annually;
- b) *The Social Pillar*, whose objective is to ensure that there is a cohesive society with social equity in a clean environment; and
- c) *The Political Pillar*, whose objective is to realize a democratic political system founded on issue-based politics that respects the rule of law and protects the rights and freedoms of every individual.

All the above pillars cannot be achieved unless there is an effective Parliament that plays its roles of representation, legislation, and oversight adequately. The PARLSCOM should identify the need to create a viable environment for the Members of Parliament to play their roles efficiently and effectively. Parliament is expected to make laws which ensure that the country enjoys peace, justice is upheld and that the core values of human dignity and equity are achieved and maintained.

Indeed, one of the flagship projects for the political Pillar is “to build a non-partisan professional research centre for Parliamentarians”. The PARLSCOM recognizes the need for the legislators to make informed decisions as they make laws and scrutinize policies introduced to the House by the Executive and, in this Strategic Plan, has included a programme that supports capacity building for both Members and staff.

The objectives and targets of Vision 2030 will require an efficient and effective Parliament that makes laws as required; to create an enabling environment for its achievement. The PARLSCOM will be playing a major role in ensuring that the country attains the goals of Vision 2030. The PARLSCOM is committed to attain strategic objectives, which include building a quality process of scrutinizing and overseeing executive actions, ensuring that a people’s Parliament is achieved, that is responsive to the needs of the public.

This Strategic Plan has taken into consideration the contents of the First Five-Year Medium-Term Plan for 2008 to 2012 and the proposed programmes and identified targets.



2.4 SWOT Analysis

The following table presents the SWOT (Strengths, Weaknesses, Opportunities and Threats) of the Commission.

Table 1: SWOT analysis

Internal capabilities audit	Environmental Scan
<p>Strengths</p> <ol style="list-style-type: none"> 1. PARLSCOM is already established with the capacity to tackle the forthcoming challenges of implementing the new Constitution 2. Reliable Budgetary provision. 3. Ability to attract competent and professional staff. 4. A stable and predictable environment. 5. One core client within the precincts 6. External attachment and training 7. Security at the workplace. 	<p>Opportunities</p> <ol style="list-style-type: none"> 1. To bring the new Constitutional Dispensation into full effect 2. Public prestige for working in Parliament. 3. Additional resources from development partners and other sources. 4. Increased enthusiasm to engage with Parliament by development partners, NGOs and Civil Society. 5. Opportunity to interact with other associations/institutions. 6. Core clients always attract public attention.
<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Slow process of recruitment of skilled staff. 2. Inadequate physical facilities. 3. Low absorption capacity of resources and slow implementation of programmes. 4. Lack of monitoring and evaluation systems. 5. Weak human resource management systems. 6. Slow institutional response to change. 7. Low staff morale. 8. Diminishing professionalism. 	<p>Threats</p> <ol style="list-style-type: none"> 1. Very high public and international expectations of Parliament for its critical role of creating the necessary legal framework for the new Constitution. 2. Dynamic political system. 3. Advancement of technology. 4. Possible staff mobility (after investing in them). 5. Possibility of political interference. 6. Increased focus on Parliament from the public and other stakeholders. 7. Hard budget constraints.



2.5 Stakeholder Analysis

The core business of PARLSCOM is to provide an enabling environment and services to Members of Parliament to allow them to perform their mandates effectively; hence Members of Parliament are key stakeholders of PARLSCOM.

PARLSCOM has strong linkages with all Ministries and Government Departments as it facilitates Parliament to play its two major roles of making laws and oversight. It also has other links with the public, as the MPs are representatives of the people. The following are the stakeholders who have a direct or indirect relationship with PARLSCOM:

- Members of Parliament.
- Staff of PARSLCOM.
- Ministries and Government Departments.
- County governments
- Parastatals/other quasi-Governmental bodies.
- The Attorney-General.
- The Judiciary.
- The constitutional commissions.
- The Kenya National Audit Office.
- The Media.
- Civil society.
- Other Parliaments of the world.
- Development partners.
- The general public.

2.6 Global Partnerships

The Parliament of Kenya, as an institution representing the people, finds itself in a fast-changing global environment. Political and economic relations and co-operation with other countries are conducted on continental and regional platforms and the Kenya Parliament actively participates in all this drama. Yet it cannot ignore and, indeed, many times, it is guided by Kenya's foreign policy.



The major organizations that the Kenya National Assembly is a member of or is affiliated to include:-

- The African Union
- The African Caribbean Pacific-European Union (ACP-EU)
- The Commonwealth Parliamentary Association (CPA)
- The East African Legislative Assembly (EALA)
- The Inter-Parliamentary Union (IPU)
- The Pan-African Parliament
- African Parliamentary Union (APU) and
- Other Parliaments

Table 2: Stakeholder analysis

Stakeholder	Stakeholder Expectation	PARLSCOM Expectation
Members of Parliament	<ul style="list-style-type: none"> ▪ Efficient services, technical as well as administrative support. ▪ Conducive working environment, offices. ▪ Capacity building. 	<ul style="list-style-type: none"> ▪ Increased passage of laws. ▪ Enhanced quality of bills. ▪ Improved quality of debate in the house.
Staff	<ul style="list-style-type: none"> ▪ Adequate remuneration. ▪ Staff welfare. ▪ Training and development. ▪ Security. ▪ Office accommodation/environment. ▪ Career path development, retention and exit plan. 	<ul style="list-style-type: none"> ▪ Improved performance/service delivery. ▪ Staff loyalty/pride ▪ Timely implementation of PARLSCOM programmes. ▪ Adherence to PARLSCOM rules and regulations.
Ministries and other public institutions Including counties	<ul style="list-style-type: none"> ▪ Debate and scrutiny of policies and budgets on a timely basis. ▪ Better and effective communication on all issues. 	<ul style="list-style-type: none"> ▪ Implement debated policies and laws. ▪ Efficient and effective utilization of resources, efficient and effective feedback on all issues.



Stakeholder	Stakeholder Expectation	PARLSCOM Expectation
The Media	<ul style="list-style-type: none">Free access to information.Facilitation in the House.Timely information on Parliament.	<ul style="list-style-type: none">Responsible journalism.
The civil society	<ul style="list-style-type: none">Inclusiveness in the legislation process.	<ul style="list-style-type: none">Positive criticism.Contribution to the legislative process.
Development partners	<ul style="list-style-type: none">Effective implementation of the new Constitutional order.Good governance.Growth in democracy.Appropriate utilization of resources.	<ul style="list-style-type: none">Enhanced support for the implementation of the new Constitution.Partnership.
The public	<ul style="list-style-type: none">Parliament plays its role of enacting the laws for the implementation of the new Constitution effectively.The Senate comes into being and plays its role of overseeing the counties and other matters effectively.Effective representation.Good governance.Improved legislation.Appropriate utilization of resources.High quality service provision.	<ul style="list-style-type: none">Participation in democratization process.Feedback.
Global partners	<ul style="list-style-type: none">Active participation in international meetings.Implementation of resolutions/domestication of relevant statutes.	<ul style="list-style-type: none">Capacity building for members of Parliament and staff of PARLSCOM in the effective implementation of two chambers of Parliament.Best practices.Contribution in global matter/issues.



2.7 PESTLE Analysis

The following is an analysis of the Political, Economic, Social, Technological, Legal and Environmental issues impacting on the Strategic Plan. These are issues that may occur during the Strategic Plan implementation period. They have been analyzed according to the issue and its effect, in general terms, both positive and negative.

Table 3: PESTLE Analysis

Category	Issue	Effect
Political	<ul style="list-style-type: none"> Promulgation of the new constitutional dispensation on August 27th 2010. 	<ul style="list-style-type: none"> Stringent requirements for its implementation with Parliament playing a key role in creating the necessary legal instruments Significant changes in the structure of Parliament with the introduction of the Senate High national and international expectations for its effective implementation
	<ul style="list-style-type: none"> Heightened political awareness among Kenyans. 	<ul style="list-style-type: none"> Informed electorate that increases the chances of election of competent leaders.
	<ul style="list-style-type: none"> Emerging and dynamic political structures, coalitions, status of official opposition. 	<ul style="list-style-type: none"> Government of National Unity.
	<ul style="list-style-type: none"> Global terrorism. 	<ul style="list-style-type: none"> Increased insecurity that may lead to lower investments.
	<ul style="list-style-type: none"> Increased political cooperation and alliances, EALA, Pan African Parliament, CPA, IPU etc. 	<ul style="list-style-type: none"> Creation of larger markets and formation of economic unions.
	<ul style="list-style-type: none"> Increased democratization. 	<ul style="list-style-type: none"> Political stability and effective leadership.
	<ul style="list-style-type: none"> Political instability of Kenya's neighbours. 	<ul style="list-style-type: none"> Insecurity due to proliferation of small arms through the porous borders.
	<ul style="list-style-type: none"> High turnover of elected MPs 	<ul style="list-style-type: none"> Increased workload in orientation of new members.



Category	Issue	Effect
Economic	<ul style="list-style-type: none"> Higher focus under Vision 2030. 	<ul style="list-style-type: none"> All sectoral plans aligned to the Vision.
	<ul style="list-style-type: none"> Wider global outreach. 	<ul style="list-style-type: none"> Global markets.
	<ul style="list-style-type: none"> Endemic unemployment among the youth. 	<ul style="list-style-type: none"> Increased crime and unrests by the youth.
	<ul style="list-style-type: none"> Poor infrastructure. 	<ul style="list-style-type: none"> Increased cost of doing business.
	<ul style="list-style-type: none"> Macro economic instability and high inflation rates. 	<ul style="list-style-type: none"> Low economic growth and rising poverty.
	<ul style="list-style-type: none"> Perceived or real corruption. 	<ul style="list-style-type: none"> Non-delivery of services.
	<ul style="list-style-type: none"> Formation of regional trading blocs. 	<ul style="list-style-type: none"> New opportunities for exports.
	<ul style="list-style-type: none"> AGOA policy. 	<ul style="list-style-type: none"> Opportunity to revamp indigenous industries.
Social	<ul style="list-style-type: none"> Increased awareness of Human Rights 	<ul style="list-style-type: none"> Observance of Human Rights. More pressure on petitions.
	<ul style="list-style-type: none"> High population growth rate 	<ul style="list-style-type: none"> A strain on available resources.
	<ul style="list-style-type: none"> High levels of poverty among the citizenry. 	<ul style="list-style-type: none"> Need for new strategies to revamp the economy.
	<ul style="list-style-type: none"> Increased awareness of social equity. 	<ul style="list-style-type: none"> Agitation for equity in distribution of resources.
	<ul style="list-style-type: none"> Increased movement of skilled human resources worldwide. 	<ul style="list-style-type: none"> Attraction of highly qualified personnel to work in Parliament.
Technological	<ul style="list-style-type: none"> Growing use of ICT. 	<ul style="list-style-type: none"> Need to leverage ICT in operations and communications.
Legal	<ul style="list-style-type: none"> Enhanced role of Parliament in creating new legislation. 	<ul style="list-style-type: none"> Enhanced participation by Members in House proceedings and legislative process.
	<ul style="list-style-type: none"> Revised Standing Orders. 	<ul style="list-style-type: none"> Enhanced process and entrenchment of Parliament in its legislative and oversight process.
	<ul style="list-style-type: none"> Coming into effect of the new Constitution 	<ul style="list-style-type: none"> Better laws for the country Establishment of new laws and structures.
Environmental	<ul style="list-style-type: none"> Increased environmental awareness. 	<ul style="list-style-type: none"> New legislations on environmental issues.



2.8 Structural and Staffing Issues

This section addresses the overall staff (non-partisan) and organizational issues and presents a number of challenges being experienced in this area.

2.8.1 Staffing levels analysis

As at January, 2012, the complement control indicated that there is 532(non-partisan) staff. This number is continuing to rise mainly due to the need to fully establish the newly created units and especially offices to be established for Senate. Staff in the Parliamentary Service is distributed as shown in table 4 below:

Table 4: Analysis of the staff complement as at January 2012

PARLSCOM Scales	Establishment	In post	Vacancy
16	1	1	0
15	1	2*	0
14	8	4	4
13	15	7	8
12	24	13	11
11	36	17	19
10	60	32	28
9	76	51	25
8	106	77	29
7	85	58	27
6	97	68	29
5	95	82	13
4	90	77	13
3	100	43	57
Grand total	795	532	263

* One officer in PSC Scale 15 holds the post personal to themselves.

Source: HR Department



2.8.2 Challenges

The following are the challenges being experienced in the organizational and staff complement of PARLSCOM:

- a) **New Constitutional dispensation:** New structures and additional staff capacities necessary for the implementation of the new Constitutional dispensation, including that required to support the Senate.
- b) **Bottom-heavy:** The current staff complement poses a challenge for the future as it is bottom heavy. There will be need to retrain many staff at middle and lower levels to take up new responsibilities.
- c) **Lack of opportunities for upward mobility:** There is the challenge of lack of vertical opportunities for technical staff. There will be need for adoption of a new grading structure that recognizes experience and competencies instead of the number of years one has served in a cadre as per schemes of service and also to cater for high fliers as one way of motivating staff.
- d) **Rationalization of staff deployment:** There is need for rationalization and deployment of staff according to their qualifications and experience.
- e) **Performance management:** There is need to institutionalize performance management and embrace employment on contract terms for senior management.
- f) **Exit window:** There is need to create an exit window for professional staff who will have served the Service for a given period. There is need to develop a secondment policy of parliamentary staff who need to join other institutions. CPST should form one exit window for staff willing to offer consultancy services
- g) **High wage bill:** There will be need to leverage on information technology and to embrace modern techniques of management that promote outsourcing of some of the services. The First Strategic Plan had estimated that the complement control for the National Assembly was to reach a peak of 472 members of staff by 2012. As depicted in the table above, this has been surpassed and it will, therefore, pose a challenge for the Commission. The major challenge for the next phase shall be to re-align and streamline the structure to ensure optimum effectiveness and efficiency in service delivery.
- h) **Capacity building:** There is need for capacity building in technical areas within the Parliamentary Service.
- i) **Weak intra and inter-departmental communication:** There is need to enhance the internal communications across departments and directorates and also with other offices within the parliamentary service.





Parliament Buildings



A perspective view of the Kenya Parliament main buildings



Continental House



County Hall



CHAPTER 3: EMERGING ISSUES AND STRATEGIC OBJECTIVES

This Chapter delves into the emerging issues of the planning environment and from which strategic objectives are derived.

3.1 Emerging Strategic Issues

The following are emerging issues that inform this Strategic Plan.

a) New demands and high expectations on Parliament following the adoption of the new Constitution. The enactment of the new Constitution has placed new demands on the institution of Parliament. Notably,

- (i) Parliament is playing a pivotal role in the implementation of the new Constitution with the need to enact the forty-nine (49) legislations necessary to put the new Constitution into effect within stringent legal requirements in terms of the timeframe. This has placed high expectations on Parliament both from the public and other stakeholders nationally and from the international community.
- (ii) The new Constitution has created two chambers, namely; the National Assembly and the Senate and has therefore significantly increased the numbers of Members. This requires additional staff capacity, facilities, rules, procedures and processes to support them.
- (iii) The electorate becomes more informed, so do its demands on the Legislature increase. Parliament must, therefore, strive to improve its performance. This calls for capacity building for the Members of Parliament and the Senate to effectively perform their roles under the new Constitutional dispensation.
- (iv) The new public financial management architecture that calls for more involvement of the Members of Parliament in the mobilization, allocation and utilization of public resources.

b) Need for improved image of Parliament

There is need to improve the public image of Parliament. While improved performance will have impact on its image, there is need to engage the public directly through interventions such as public awareness campaigns.

c) *Need for effective organizational structure and enhanced staff capacity*

With the coming of the new Constitutional dispensation, the organisational structures will change and be enhanced to support the Senate and increased number of Members. This is in addition to addressing the weaknesses identified in the reviewed Strategic Plan. There is also need to enhance staff capacity in terms of numbers and skills to meet the demands of the new Parliament and improve their terms of service to attract and retain the best people.

d) *Need to provide a conducive working environment*

With Continental House, Parliament was able to provide each MP with an office and additional committee meeting rooms. And currently, the New Chamber of Parliament is being renovated to accommodate the 350 members of the National Assembly stipulated by the new Constitution.

However, existing facilities are inadequate to meet the needs of the Senate, the significantly increased Members of both Houses under the new Constitution and the additional staff necessary to support them.

Additional facilities required include a chamber for the Senate, offices and committee rooms for Members, office facilities including computers, and hospitality facilities including catering and health and fitness centres. There is also need to create more office space and facilities for staff.

There is also need for Parliament to consider social and moral issues including facilities for people with disabilities

e) *Need to leverage on ICT for improved performance and communication*

ICT presents a significant opportunity to improve operations of PARLSCOM and also to help open up Parliamentary business to the public. Leveraging on ICT will be one of the critical aspects of this Strategic Plan.

f) *Need for enhanced resource base and improved resource management*

The demands of the new Constitution require significantly enhanced resource base and improved resource management.

3.2 Customer value proposition

Our key clients are the Members of Parliament, Government Ministries and agencies, the civil society, media and development partners. A clear vision of what these Members need to properly facilitate their work will guide PARLSCOM in delivering its main constitutional mandate. This is spelt out below as a guide in formulating what needs to be done.

PARLSCOM promises to deliver the following customer value proposition to Members of both Houses of Parliament.

- a) Modern chambers that will facilitate debate and allow for openness and transparency.
- b) Efficient access to technical/legal support in drafting, understanding and researching on Bills brought before the Houses and matters to do with the national budget, county budgets and the national economy.
- c) A modern office for each Member with the necessary office facilities including adequate furniture, ICT equipment, internet connectivity and efficient administrative support.
- d) Efficient administrative services.
- e) Adequate catering and health facilities.
- f) Efficient delivery of services to all stakeholders.

3.3 Strategic issues, objectives, strategies and expected outputs

Arising from the emerging issues, the following are the objectives to be achieved in the period 2012 to 2018.

STRATEGIC ISSUE 1: NEW DEMANDS AND HIGH EXPECTATIONS ON PARLIAMENT FOLLOWING THE ADOPTION OF THE CONSTITUTION

OBJECTIVE 1: TO STRENGTHEN THE CAPACITY OF MEMBERS TO EFFECTIVELY PLAY THEIR ROLES IN THE NEW CONSTITUTIONAL DISPENSATION

This objective will encompass the improvement of the capacity of MPs to introduce Bills and be able to effectively review and scrutinize Government Bills. It shall also involve orientating the MPs on procedures of the House, in particular, the proposed new Standing Orders so as to make them more effective in debating.

Expected Output/Outcome:

- Strengthen the capacity for Members of Parliament to execute their constitutional mandate.

Strategies:

The following strategies will be pursued to achieve this objective:-

- Build capacity of Members of both Houses of Parliament in legislation, representation and deliberations.
- Build the capacity of Members and staff on oversight of governance issues.
- Develop Standing Orders and Rules for both Houses of Parliament.
- Sensitize Members of both Houses of Parliament on Standing Orders.
- Improve the process of scrutiny and making of laws.
- Provide sufficient support for Members of both Houses of Parliament in the process of making laws.
- Provide efficient and timely access to the Hansard.
- Ensure efficient management of Parliamentary Papers and processes.
- Provide adequate resources to implement the Constitution.
- Enhance the Office of the Speaker to facilitate MPs.

OBJECTIVE 2: TO STRENGTHEN THE CAPACITY OF MEMBERS IN THE OVERSIGHT ROLE OVER THE PUBLIC FINANCIAL MANAGEMENT

The aim of this objective is to build an oversight process that ensures effective scrutiny and oversight of the National Budget and its appropriations.

Expected Output: Ensuring there is adherence to the principles of public finance as outlined in the Constitution.

Expected outcome: Equitable distribution, efficient utilization and transparency in allocation of public resources.

Strategies:

- Facilitate the enactment of appropriate laws.



- Build capacity of Members of Parliament to effectively oversee public financial management.
- Facilitate access to professional expertise on public finance.

OBJECTIVE 3: TO STRENGTHEN THE PARLIAMENTARY RESEARCH SERVICES

The aim of this objective is to fully establish a professional non-partisan research centre that undertakes research work in an integrated approach tapping competencies in key departments of Legal Counsel, Clerk's Chambers, Budget Office and Library and Research Department, among others.

Expected Output: Enhanced quality of legislation and oversight role of both Houses of Parliament.

Strategies:

- Institutionalize and strengthen research capacity in Parliament.
- Formalize and strengthen the role of researchers in value addition of Parliamentarians' engagement in Parliamentary discourse.
- Forge and maintain strong network with research institutions at national, regional and international levels.
- Establish a knowledge and information management system.
- Establish library infrastructure, including archival services.
- Enhance reprographic services within Parliament.

STRATEGIC ISSUE 2: NEED FOR ENHANCED PUBLIC ENGAGEMENT WITH PARLIAMENT

OBJECTIVE 4: TO ENHANCE THE PUBLIC ENGAGEMENT WITH PARLIAMENT

The aim of this objective is to build a peoples' Parliament that allows for the involvement of the public through promotion of transparency and democracy.

Expected Output: Improved public image of Parliament.



Strategies:

- Strengthen the capacity of the Public Relations Department.
- Enhance public relations activities both within and outside Parliament.
- Improve use of information and communications technology for public information dissemination.
- Enhance the live broadcast of House proceedings.
- Actively engage in media and communication.
- Improve protocol and reception in Parliament.
- Take an active role in Public Social Responsibility activities.
- Provide facilities for public access and engagement.
- Sensitize Members on media and image management.
- Facilitate the Speaker's office to enhance the public image of Parliament.
- Develop an effective communication strategy.

OBJECTIVE 5: TO ENHANCE SERVICE DELIVERY

Efficient service deliveries for Members of both houses of Parliament enables them perform their constitutional mandates effectively and efficiently. It also covers efficient service delivery to other stakeholders including the general public in line with Service Delivery Charter.

Expected Output: Efficient and effective service delivery.

Expected Outcome: increased levels of (internal and external) customer satisfaction.

Strategies:

- Understand key stakeholders and the services provided to them. These include service to Members and staff of PARLSCOM.
- Regularly obtain feedback from clients, especially Members and staff on the level of quality of service provided.
- Continuously improve internal processes to deliver quality service and bridge identified service gaps.



- Increasingly automate processes, use ICTs.

STRATEGIC ISSUE 3: AN EFFECTIVE ORGANIZATIONAL STRUCTURE AND ENHANCED STAFF CAPACITY

OBJECTIVE 6: TO ENHANCE STAFF PERFORMANCE

This objective aims at improving the performance of staff in their respective workstations. It is also aimed at improving the human resource capacity for enhanced service delivery.

Expected Output: Enhanced staff output

Expected outcome: Enhanced service delivery to clients.

Strategies:

- Develop organisational structure for PARLSCOM.
- Develop functional relationships within Directorates and Departments.
- Fully operationalise Directorates and Departments.
- Manage staff performance.
- Recruit additional requisite staff to fill vacancies with special focus to the entire professional and administrative staff complement necessary to support the Senate and strengthen the structures as indicated above.
- Formulate and adopt appropriate HR Strategies and policies.
- Develop the capacity of the Centre for Parliamentary Studies and Training and use it extensively
- Work with development partners to provide training opportunities locally and abroad.
- Mainstream HIV/AIDS activities in the Parliamentary Service

OBJECTIVE 7: STRENGTHEN COORDINATION AND TEAMWORK BETWEEN THE COMMISSION, DIRECTORATES AND DEPARTMENTS

This objective aims at improving teamwork, coordination and synergies between all units of PARLSCOM to achieve higher organisational performance.



Expected Output: Improved communication and synergies between units.

Expected outcome is enhanced performance in service delivery and improved rating on teamwork.

Strategies:

- Regular team building activities/initiatives.
- Multi-unit task forces formed to implement specific aspects of the new Constitution and beyond.
- Entrench the Board of Management and other standing committees such as the Advisory Committee and Training Committee in the Commission regulations.
- Establish a secretariat for the Board of Management.

STRATEGIC ISSUE 4: NEED TO PROVIDE A CONDUCTIVE WORKING ENVIRONMENT FOR MEMBERS AND STAFF

OBJECTIVE 8: TO IMPROVE THE WORKING ENVIRONMENT

The aim of this objective is to ensure availability of modern and secure facilities for both Members of Parliament and staff. This includes chambers for both Houses of Parliament, offices for the 350 Members of the National Assembly and the 68 Members of the Senate, offices for staff, office facilities such as computers and furniture, a modern library, adequate hospitality facilities such as catering, health, fitness, and security.

Expected Output: Provision of modern physical facilities

Strategies:

- Refurbishment of the two chambers of Parliament to accommodate the National Assembly (already in the process of refurbishment) and the Senate.
- Building a new multi-story office block next to Continental House.
- Leasing and acquisition of buildings for the period up to when the new office block will be ready.
- Refurbishment of any buildings already acquired by Parliament.
- Reorganization of offices at Parliament Buildings.



- Renting of parking space to provide for the extra parking required.
- Development of new Chambers of debate and committee rooms with time.
- Put in place effective security and infrastructure.
- Need to develop a strategy for planning other facilities in Parliament in view of the expansion.

STRATEGIC ISSUE 5: NEED TO LEVERAGE ON ICT FOR IMPROVED PERFORMANCE AND COMMUNICATION

OBJECTIVE 9: TO ENHANCE USE OF ICT IN OPERATIONS AND COMMUNICATIONS

The main thrust of this objective is the use of ICT to modernise operations of the Commission and facilitate efficient communication in the entire institution of Parliament.

Expected Output: Efficient service delivery.

Strategies:

- Institutionalize ICT services in Parliament.
- Build ICT capacity for Members of Parliament and staff.
- Develop and upgrade ICT infrastructure. These include fitting both chambers of Parliament with ultra modern ICT equipment.
- Automate processes, including:
 - Digitize the Hansard Production System.
 - Computerize the management of Parliamentary Papers.
 - Electronic voting and attendance register system.

STRATEGIC ISSUE 6: NEED FOR ENHANCED RESOURCE BASE AND IMPROVED RESOURCE MANAGEMENT

OBJECTIVE 10: ENHANCED RESOURCE BASE AND IMPROVED MANAGEMENT OF RESOURCES

The aim of this objective is to ensure that adequate resources are available to meet the capital and operational expenditures for the full establishment of the Senate,





increased Members of National Assembly and increased demand for performance under the new constitutional dispensation.

Expected Output: Improved mobilization, allocation and efficiency in resource utilization.

Expected Outcome: Improved efficiency in service delivery.

Strategies:

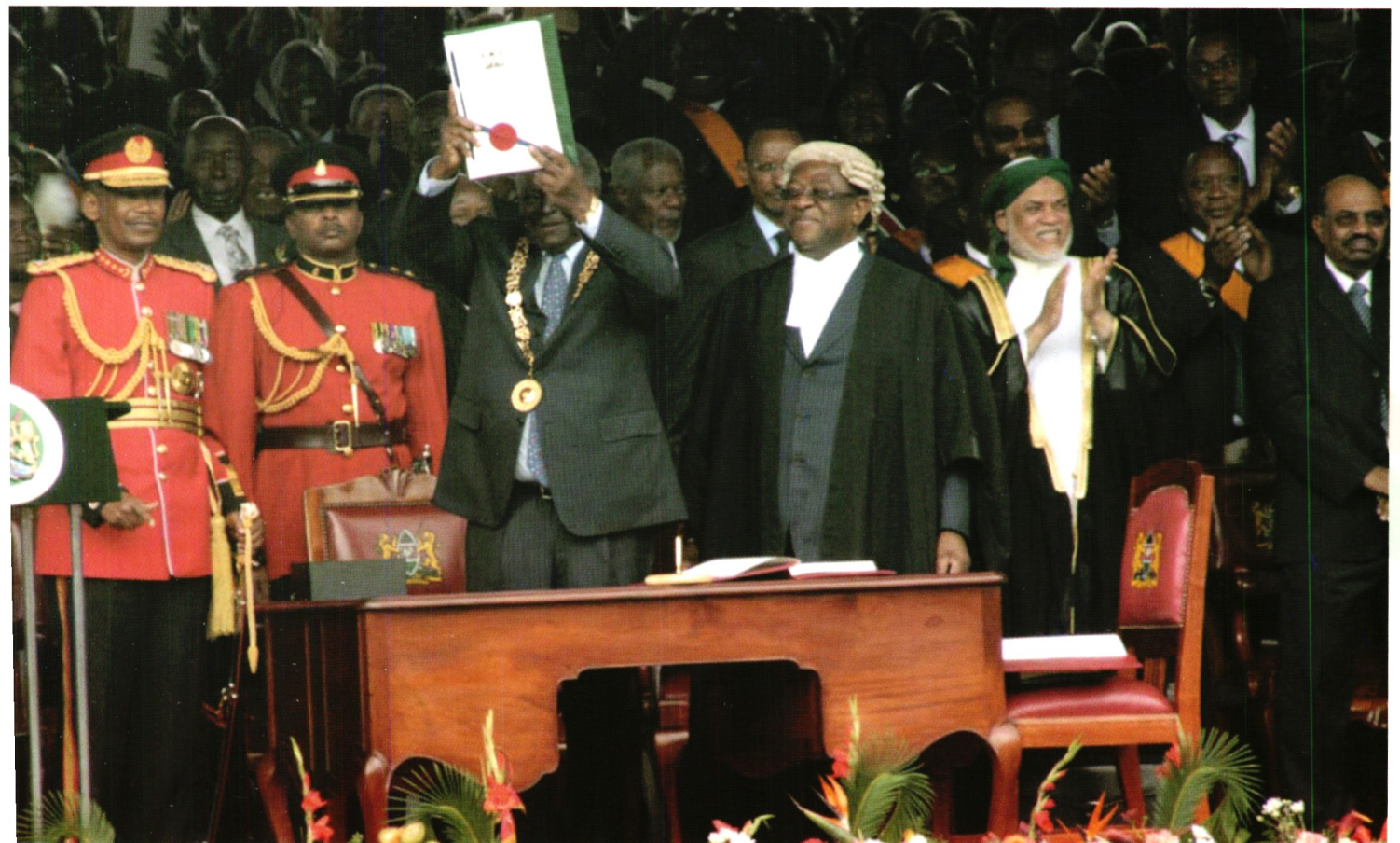
- Resource mobilization (internal and external)
- Enhance efficiency in the procurement of goods and services.
- Improve project management.
- Improve quality of financial reporting and management.
- Restructure the casting of the internal budgeting process.
- Improve monitoring and evaluation.



Promulgation of the Constitution 2010



Cabinet Ministers take their oath of allegiance to the new Constitution at the State House gardens on 27th August 2010



H.E. President Mwai Kibaki promulgates the Constitution on the 27th August, 2010.

CHAPTER 4: IMPLEMENTATION, RESOURCE MOBILIZATION AND RISK MANAGEMENT

4.1 Resource Mobilization

Resources are critical in the implementation of the Strategic Plan. It is of essence to mobilize adequate resources to enable the successful realization of the stated strategic objectives. Parliament's activities and programmes are largely funded from public resources. This invariably means that it competes for scarce resources with other public organisations. This calls for prudence in resource utilization and underscores the importance of prioritization of projects and activities to achieve maximum benefits, while contributing towards realization of Vision 2030. Though Parliament is funded through the tax-payers, other stakeholders including Development Partners are critical and all efforts should be sustained to attract their funding in a more systemic approach.

It is noted that resource mobilization is not solely about securing additional resources but also about making judicious or better utilization of available resources. In the context of Strategic Planning, the term resource is implied to mean Human Resources, Financial Resources and Goods and Services. Appropriate deployment of these resources will determine the success of the strategy and smooth implementation of the Strategic Plan. It is expected that the Government will continue to finance the operations of the Parliamentary Service to enable Parliament discharge its constitutional mandate.

4.2 Financial trends and projected resource requirements

The following tables give an in depth analysis of the financial performance of PARLSCOM since 2005 through 2010, and then projects the resource requirements.

In projecting the resource requirements, the following factors have been taken into account:-

- The phenomenal changes occasioned by the Constitution of Kenya 2010, that creates a Bicameral House
- The cost of various programmes as given in the implementation matrix.
- Absorptive capacity of the institution.



- The hard Budget constraints as given or assumed in the Vision 2030 strategy of ensuring a prudent fiscal management that is necessary to create a viable private sector-led economic growth.

Table 5: Financial trends for 2005 to 2010 (Kshs. in Millions)

Category	2005/06 Actual	2006/07 Actual	2007/08 Actual	2008/09 Actual	2009/10 Actual
Gross	4,764.3	4,483	5,629	6,536	6,776
A-I-A	1.5	1.0	3.0	3.0	3.0
Net	4,762.8	4,533.9	5,626	6,533	6,773

Table 6: Projected resources required for implementing the Revised Strategic Plan (Kshs in millions)

Category	2010/11 Printed	2011/2012 Projected	2012/2013 Projected	2013/2014 Projected	2014/2015 Projected
Gross	7,776	9,130	16,474	16,120	14,945
A-I-A	3.0	3.0	3.0	3.0	3.0
Net	7,773	9,9127	16,471	16,117	14,942

Parliament has since the establishment of the Parliamentary Service Commission, developed a consistent and gradual development path towards greater modernization and provision of facilities to cope with the increased mandate. It is essential to note that modern physical facilities will be required to cater for the increased parliamentary representation occasioned Constitution of Kenya. This will inevitably call for huge capital outlays and other necessary resources to move Parliament towards achieving its expanded mandate of oversight, representation and legislation. The proposed construction of an office block and creation of parliamentary square will require substantial capital outlay. The envisaged growth of the Parliament will require capital to finance the anticipated staff complement to cater for both the National Assembly and the Senate. The projected capital outlay is as indicated in the above table.



4.3 Risk Management

As indicated in earlier Chapters to this Plan, there are several risks to the implementation of this Strategic Plan. The matrix below gives a list of possible risks to this Plan including ranking and suggested mitigation strategies.

Table 7: Risk management matrix

S/N	Risk Factor	Rank	Risk Management
1	That, Parliament will not be ready in time for the requirements of the new Constitution	High	<ul style="list-style-type: none"> ▪ Early and thorough planning and follow-up at all levels of Parliament. ▪ Efficient project management and procurement processes and personnel
2	That, resources will not be available on time to meet the capital and operational costs of implementation of the requirements of the new Constitution	High	<ul style="list-style-type: none"> ▪ Engage and obtain early commitment from Treasury for the necessary resources to be available. ▪ Engage development partners with a clear plan on how they can support Parliament
3	Political dynamism	High	<ul style="list-style-type: none"> ▪ Institutional capacity building. ▪ Maintaining professionalism
4	New constitutional dispensation	Medium	<ul style="list-style-type: none"> ▪ Inclusive consultation.
5	Staff capacity	Medium	<ul style="list-style-type: none"> ▪ Recruitment of additional professional staff; retraining. ▪ Capacity building through training.
6	Negative perception of Parliament by the public	Medium	<ul style="list-style-type: none"> ▪ Positive publicity and opening up of Parliament through broadcasting and other outreach programmes.
7	Partisan staff	High	<ul style="list-style-type: none"> ▪ Integration and training.



Parliament staff and Commissioners



The Speaker of the National Assembly addresses Commissioners and staff at his office on the occasion of the awarding of a presidential medal to Absalom Wendo (seated to left of Speaker) for his long service to the National Assembly.



PSC Commissioners Hon. Walter Nyambati, Hon. Chris Okemo, MP and Hon. Jamleck Kamau (later appointed Minister) consult during a Commission meeting.



CHAPTER 5: MONITORING AND EVALUATION FRAMEWORK

Monitoring and Evaluation (M&E) is a key component of the implementation of this Strategic Plan.

The Strategic Plan Implementation Committee (SPIC) under the Office of the Clerk of the National Assembly will continue taking a lead role in ensuring that there is regular evaluation and reporting of all programmes and strategies that will be implemented during the planning period.

SPIC will closely monitor and oversee all matters related to the implementation of initiatives necessary to have Parliament ready for the new Constitution.

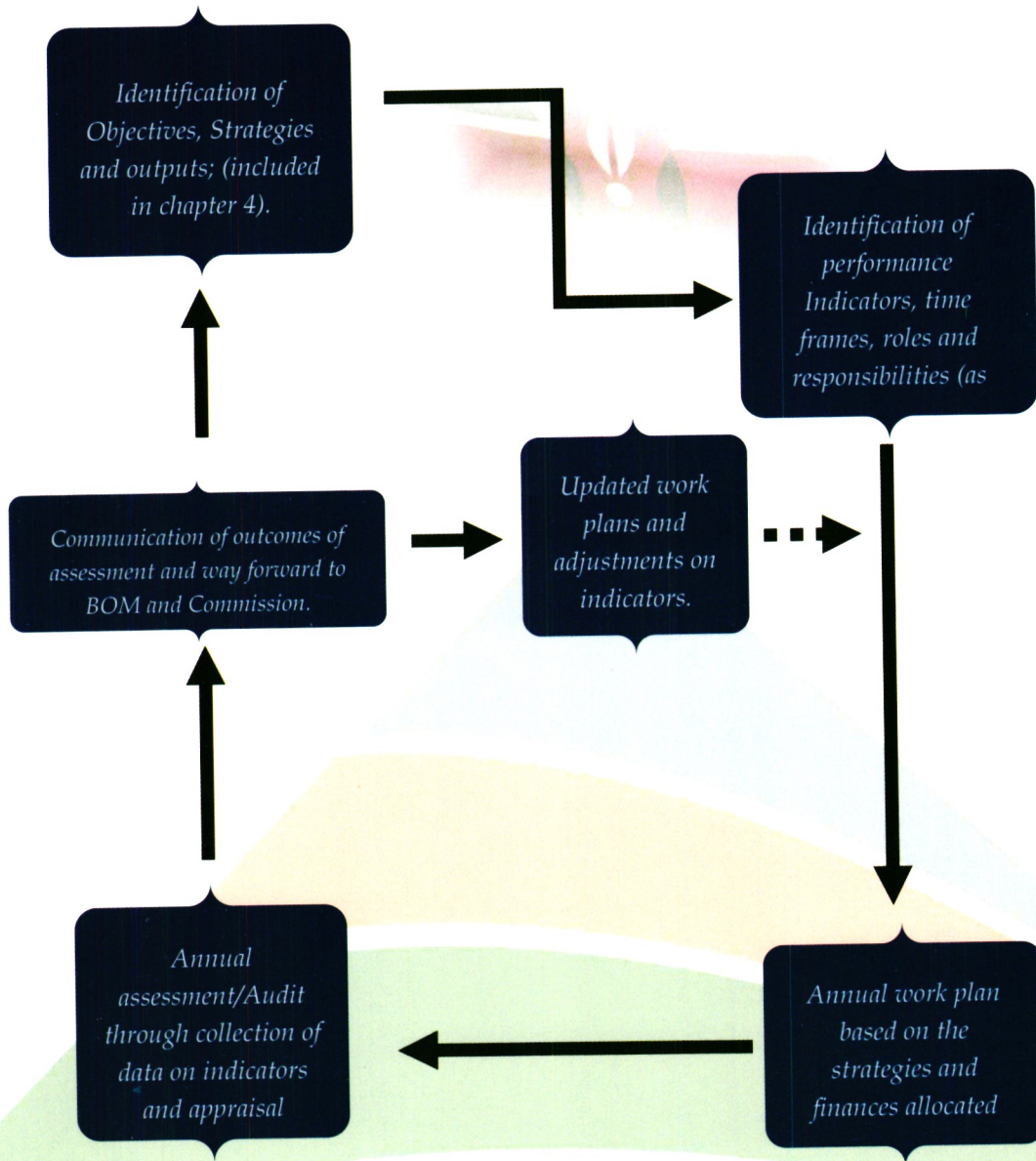
The monitoring and evaluation framework outlined below shall aim at ensuring that:-

- The mechanisms for collecting financial data on all activities and programmes are enhanced.
- Information on all indicators is available bi-annually.
- A databank is established on all activities, projects and programmes which include costs, period and actual expenditures.
- An evaluation exercise takes place annually on the impact of the strategies.
- Responsibilities are assigned on collection, analysis and evaluation of performance information.
- A mid-term review is carried out after five years so as to update the second half of the Strategic Plan and, as may be deemed necessary, start the projections for next phase or the Third Strategic Plan.

Below is a pictorial presentation of the Monitoring and Evaluation framework which has been drawn after taking cognizance of the need to identify indicators and also the need to ensure that the M&E process regularly informs the management on the status of the objectives and the need for updating of the annual workplans.

The SPIC will develop the M&E logical framework that will show the vertical and logical linkages of this Strategic Plan. This will assist in monitoring and evaluating the implementation of the Plan in line with figure 1 below.

Figure 1: Monitoring and evaluation framework





Activities in and outside Parliament



Members of Parliament in a sitting with the President, Hon. Mwai Kibaki, CGH, MP and Prime Minister, Hon. Raila Odinga, EGH, MP (seated front row to the right of Speaker) in attendance in their capacity as members of their respective constituencies



Bunge FC members: From left standing: Hon. Charles Keter, MP, Hon. Fredrick Outa, MP, Hon. Mohammed Gabbow, MP, Hon. George Khaniri, MP, Hon. Joseph Lekuton, MP, Hon. Richard Onyonka, MP, Hon. David Koech and MP, Sylvester Ocholla, From left squatting: Leonard Nyapere, Yeziel Jillo, Naman Ageng'o, Stephen Mutungi and Hon. Ababu Namwamba, MP



CHAPTER 6: IMPLEMENTATION OF THE PLAN

This Chapter discusses the implementation of the Strategic Plan, identifying strategies and actions that need to be taken and the timelines. The detailed analysis is presented below:

Objective 1: To strengthen the capacity of Members to effectively play their roles in the new Constitutional dispensation

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Build capacity of Members of both Houses of Parliament	Conduct workshops and study tours	2013	Members of both house well inducted	HOLC
2	Sensitize Members of both houses of Parliament on Standing Orders	Conduct sensitization workshops	2013	Members conversant with the Standing orders	HOLC
3	Improve the process of scrutiny and making of laws	Development of Standing Orders for the Senate	2012	Senate Standing Orders developed	DL&CS/HOLC
		Review of the National Assembly Standing Orders		National Assembly Standing Orders reviewed	
		Development of Speaker's Rules for The National Assembly and the Senate		Rules developed	
		Development of code of conduct for Members of Parliament		Code Available	
		Development of members Hand book for the National Assembly and Senate		Hand book available	
		Development of Rules of engagement between the two Houses (procedurally and administratively)		Rules available	
		Update Committee and procedural manuals		Committee and procedural manuals updated	
Attachments of relevant officers to other Parliaments	Number of attachments	2012-2013			

4	Provide efficient and timely access to the Hansard	Update the Hansard guide to conform with the Constitution and Standing Orders	2012	Updated guide	HE
		Fully commission the Hansard Production System recruit additional technical staff and acquire modern equipment	2012-2013	Fully operational system	HE
5	Ensure efficient management of Parliamentary papers	Digitalize committee papers and records	2012-2013	Effective and Efficient records system in place	DL&CS

Objective 2: To strengthen the capacity of Members in the oversight role over the public finance of the country.

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Entrench Parliament in the National budget making process	Facilitate the enactment of appropriate laws	2012-2013	Law enacted	HPBO
		Entrench improvement of procedures on budget scrutiny in the new Standing Orders	2012	Review of the new Standing Orders completed	
		Develop guidelines on procedure of scrutiny of the Budget by both houses of Parliament	2012	A guideline produced and disseminated	
		Sensitize Members on the process of scrutiny of the budget	2012	Workshops held on budget issues	
		Set up a macro economic forecasting model	2012	A macroeconomic model in place	
		Policy reviews to inform Parliament on economic and cost implications of policy	2012	Number of Bills and sessional papers analyzed	
		Economic and Fiscal Performance Analysis	2012	Quarterly report on budget and economy	
2	Facilitate access to professional expertise on public finance	Establish access external professional advice on the Budget	2012	Number of external professional in touch	HPBO
		Establish a Budget Institute / think tank	2012	Budget Institute in Place	HPBO
3	Create adequate capacity on Budget issues	Study tours for both MPs and staff	2012	Number of study tours organised	HPBO
		Short term training for staff	2012	Number of staff trained	
		Regular workshops/briefing sessions for Members	2012	Number of workshops held	
		Carry out studies on thematic areas	2012	Number of studies held	

Objective 3: To Strengthen the Parliamentary research services.

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Institutionalize and strengthen research capacity in Parliament	Create a viable structure for the Research Department	2012	Operational structure in place	DIRS
		Establish an optimal staffing level for the Research Department	2012	Recruit the relevant staff	
		Develop an integrated research service and operational framework across various Sections/Departments	2012	Number of staff trained in research skills across Departments	
		Mainstream outputs from Research as a basis for decision-making	2012	Number of research reports disseminated	
2	Formalize and strengthen the role of researchers in value addition of Parliamentarians' engagement in Parliamentary discourse	Sensitize Members on the range of services and expertise at their disposal	2012	All Members sensitized	DIRS
		Develop operational guidelines for Researchers' participation and engagement in relevant committee work	2012	Internal document for engagement	DLCS
		Deploy researchers in the relevant specialized Departmental Committees	2012	Researcher per committee deployed	DIRS
		Enhance capacity for anticipatory research work and publishing of research outputs	2012	Publications and Brochures	
3	Forge and maintain strong network with research institutions at national, regional and international levels	Identify and register with relevant research institutions	Bi annual	Number of peer meetings held	DIRS
		Have joint project or programme with other research institutions		Network established	
		Organize and participate in research seminars and workshop		Catalogue of research work	
4	Establish a knowledge and information management system	Automate Library services	2012	Library management system in place	DIRS
		Digitize all papers / documents		Digitized system in place	
		Build information systems networks with related institutions		Network in place	

5	Enhance reprographic services within Parliament	Purchase of digital photocopying and shredding machines	2012	High efficiency achieved	DIRS
		Retrain current staff on modern machine operations	2012	Number of staff retrained	
		Contract firms to regularly service machines	2012	Maintenance contracts in place	
6	Establish Library infrastructure including Parliamentary archive	Identify appropriate library and archives location	2012	Modern library in place	DIRS
		Institutionalize Parliamentary records management and archive services		All parliamentary materials put in place	
		Formulate records management service, policy and guidelines		Policy in place	
		Review library regulations in line with the new constitution		New library rules and regulations	
		Maintenance of parliamentary materials that are archival in nature		Number of materials collected	
		Collection of research papers, films, videos and other non book materials		Materials collected	

Objective 4: To Enhance the public image of Parliament.

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Enhance public relations activities both within and outside Parliament	Develop outreach programmes	2012	Outreach programmes developed	DIRS
		Training and capacity building for all staff in public relations	2012	Number of staff trained	
		Publication of newsletters, brochures and other Parliamentary documents	2012	Number of publications	
		Undertake outreach programmes, i.e., participation in national events such as the ASK shows and the Public Service Week	2012	Participation in outreach programmes	
		Develop an information, communication and education (ICE) policy	2012	ICE policy in place	

2	Actualize the live broadcast of House proceedings	Establish a Parliamentary Broadcasting Unit	2012	Equipment in place Structure of Unit developed	DIRS
				Number of Staff recruited	DAS
3	Actively engage media and communication	Recruit personnel for the Broadcasting Unit Manage the broadcast content	2012	Management system in place	DIRS
			2012	Number of staff recruited	DAS
4	Improve protocol and reception in Parliament	Recruit personnel to manage the Media Centre	2012	Number of media briefings held	
			2012	Reception desk setup	DIRS
			2012	Number of staff inducted	DAS
			2012-2013	Gift shop in place	DIRS
5	Take an active role in Public Social Responsibility activities	Establish PSR policy Participate in annual charity activities	2012	PSR policy in place	DIRS
			Annual	Number of charitable activities undertaken	
6	Provide for physical infrastructure in Parliament buildings that facilitate public interactions	Provide for public waiting and vetting shelter in all receptions Provide for a public resource centre for pictures, publications, replicas of symbols and later a museum Put up and public education hall / Auditorium for lecturers and talks	2012-2013	Facilities to be in place	DIRS
7	Sensitize Members of Parliament on matters of media and public image management	Enhance and strengthen Members orientation Programme for new Members Regular sensitization workshops	Continous	Number of events held	DIRS
8	Enhance the Office of the Speaker to play role of Spokesperson for Parliament	Staff adequately the SNA Office	2012	Staff allocated and serving.	SNA/ PA

Objective 5: To enhance service delivery.

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Understand key stakeholders and their needs	Carry out customer satisfaction surveys on an annual basis and implement recommendations	Annually	Surveys conducted %age of recommendations acted on	CNA
2	Improve Internal Processes to deliver quality service to Members and staff	Departments to prepare service charters and annual work plans Acquire appropriate equipment to facilitate service delivery	2012	Service charters and operational manuals published Relevant equipment available	DAS
3	Formulate and adopt appropriate HR strategy and policy	Improve Schemes of Service	2012	Schemes of Service in Place	DAS
		Recruit appropriate staff	2012-2013	Professional Staff recruited	DAS
		Design HR Strategy and Policy	2012	HR policy in place	DAS

Objective 6: To enhance staff performance

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Institutionalise performance contracting	Key staff negotiate and sign performance contracts	Annually From 2012	%age of key staff with performance contracts	CNA
2	Enhance the role of staff appraisals in managing performance	Workshops on staff appraisals	2012	%age of staff appraisals done	CNA
3	Establish appropriate structures	Establish support structures for the Senate Review structures for Office of Speaker and Clerk of National Assembly and Senate Establish structure for all Directorates and Departments	2012-2013	Appropriate structures in place	DAS

4	Improve terms of service	Review terms of service for all cadres	2012	Improved terms of service in place	DAS
5	Recruit additional staff to fill vacancies	Advertise, interview and recruit professional staff	2012-2013	%age of requisite staff recruited	DAS
6	Develop capacity for Parliamentary Training Institute.	Identify appropriate structures for the institute	2012	Structures in place	CNA
7	Facilitate attachments to two-chamber Parliaments	Identify staff across the directorates/ departments and facilitate the attachments	2012-2013	Officers attached	SDC
8	Mainstream HIV/ AIDS activities in the Service	Develop a 3-year strategic plan for the unit	2013	Strategic Plan in place	HACU
		Formulate a workplace policy on HIV/AIDS		Policy formulated	
		Integrate HIV/AIDS activities in the annual sports week		Programme of activities	
		Develop and disseminate publicity messages on HIV/AIDS		Publicity messages published	

Objective 7: Strengthen teamwork and coordination between the Commission, Directorates and Departments.

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Build synergies across directorates and departments	Bi-annual PSC retreats with team building sessions	2012-2013	Team work	PSC Secretariat
		Quarterly meetings between PSC and Directorates and departments		Quarterly reports	PSC Secretariat
		Annual sports day		Sports day	DAS
		Annual staff party		Staff party	DAS
2	Improved Communication mechanisms	Prompt communication of PSC resolutions	Continuous	Regular communication	PSC Secretariat
		Regular circulars to directorates on policy decisions		Decisions implemented	
		Monthly reports from directorates		Report availed	
		Annual PSC report		Annual report	

Objective 8: To improve the working environment

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Provide adequate physical facilities	Construct a modern office block next to Continental House	2012-2013	Completion of office block	DC-P
2	Refurbishment of the new and old Chambers	Carry out the refurbishment of the New Chamber	2012	The chamber refurbished	DC-P
		Carry out refurbishment of the old chamber and re-organisation of main Parliament to create offices for the Speakers, Clerks and other senior officers of the two houses	2012-2013	Chamber refurbished and offices created	DC-P
	Lease and refurbish Harambee Plaza	Negotiate and sign lease agreement	2012-2013	Lease agreement in place	DC-P/HOLC
		Refurbishment and repartitioning to create additional offices for Members	2012 - 2013	Members offices created	DC-P
	Remodelling of Protection House	Alteration of some of the floors to customise the offices for use by Parliament	2012	Protection House ready for occupation	DC-P
	Alterations and remodelling of Continental House	Alterations and remodelling of Continental House to improve Members' offices in Continental House	2012	Members offices ready for occupation	DC-P
3	Acquisition of Buildings within the proposed Parliamentary Square	Create and equip a modern Library in the first floor of Continental House	2012 – 2013	Modern Library ready for use	DC-P
		Fast track negotiations to acquire properties around Parliament	2012 – 2013	Properties acquired	DC-P
4	Enhancement of security within Parliament precincts	Complete and commission the integrated security system	2012	Security system completed and commissioned	SDC
		Recruit and train security staff in modern security related systems and policies	2012	Staff recruited and trained	
		Establish a Parliamentary Police Unit accountable to Parliament	2012	Parliamentary Police Unit in place	

Objective 9: To enhance use of ICT in operations and communications.

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Institutionalize ICT services in Parliament	Establish an organizational structure for ICT Department	2012	ICT Department structure in place	DIRS
		Recruit and train ICT professionals	2012	Number of staff recruited and trained	DAS
2	Build ICT capacity for Members of Parliament and staff	Develop ICT Strategy and policy	2012-2013	ICT Strategy and policy documents in place	DIRS
		Organize induction and training sessions	2012	Number of Members and staff trained	DIRS
		Hold ICT workshops, conferences and seminars for Members and staff	2012	A number of Workshops, Conferences and seminars held	
3	Upgrade and develop ICT infrastructure	Central ICT service model	2012	Integrated ICT system	DIRS
		Standardize ICT Services	2012	Harmonized ICT Environment/platform	
		Establish ICT project management framework	2012	Documented ICT project management guidelines	
4	Automate processes using ICT	Improve the Parliamentary website		Improved website	DIRS
		Enhance e-mail and Intranet services		Enhanced e-mail and Intranet services in place	
		Enhance document management systems		New systems for document management	
		Establish linkages with constituencies with VSAT connection		VSAT link to Constituencies	
		Digitize Legislative Management System		Digitized Legislative Management System in place	
		Computerize management of Parliamentary papers		Parliamentary papers computerised	

Objective 10: To increase resource base and improve management of resources

S/N	Strategies	Activity	Time Line /Period	Indicator /Targets	Responsibility
1	Resource mobilization	Fully engage Treasury for funds	2012-2013	Budgetary provision	DFA/ DC-P
		Profile all the development partners		Coordinated donor funding	
2	Improve internal budgeting process	Create interdepartmental budget committee	2012-2013	Participatory and realistic budget	DFA
		Hold Pre and post budget workshop		Number of officers trained	
	Enhance efficiency in procurement	Training on the requirements of the Public Procurement and disposal Act 2005	2012	Number trained	DFA
		Workshops on procurement planning	2012-2013	Number trained	
		Train Heads of Department to prepare procurement plans	2012	All departments have a procurement plan	
	Improve monitoring and evaluation	Develop a communication tool on advising on procurement	2012	Tool available to departments	DFA
		Track expenditure trends for appropriate policy decisions	2011-2012	Prudent application of resources	DFA
	Maximize ICT usage	Improve quality of financial reporting	2012	Quality reports	DFA
		Avail financial reports online	2012-2013	Key financial reports available online	DFA
		Create linkage within the directorate for ease of communication		Linkage created	

Objective 11: To strengthen Office of the Clerk of the Senate and National Assembly.

S/N	Strategies	Activity	Time Line/Period	Indicator/Targets	Responsibility
1	Establish an operational Secretariat for the offices of Clerk of each House	Secretariat established	2011/2012	A working structure developed	DAS
2	Develop capacity of staff for the two offices of Clerks	Deploy staff to the two offices of the Clerks	2012	Adequate staff deployed	DAS
3	Strengthen coordination between the Offices of Clerks, Joint services and the directorates and departments	Study tours and attachment to other Parliaments Develop an internal communication framework Develop channel to communicate BOM resolutions to staff Develop a forum for effective engagement/feedback with staff	2012	Number of staff sent on study tours and attachments Internal communication framework developed Channel of communication developed A forum for engagement developed Number of annual engagements between Clerk and Staff	DAS CNA Secretariat
		Develop communication framework between the offices of Clerks of the two houses and between offices of Clerks and offices of the Speakers	2012	Communication framework developed Effective communication between the two offices of Clerks and between the offices of Clerks and the Offices of Speaker	

APPENDICES

APPENDIX I: Strategy matrix

<p>Mission: To facilitate the Members of Parliament to efficiently and effectively fulfil their constitutional mandate in a representative system of Government by upholding and ensuring the autonomy of Parliament in its corporate relationship with other arms of Government</p>	<p>Objective 1) To strengthen the capacity of Members to make laws to effectively play their roles.</p>	<p>Vision: To be a supreme, effective, efficient and self-sustaining Parliament as a major participant in the process of good governance</p>	<p>Core values: 1. Professionalism and Teamwork 2. Objectivity and Impartiality 3. Accountability, Transparency and Integrity 4. Courtesy 5. Efficiency and Responsiveness</p>
<p>Strategic issue 1) New demands and high expectations on Parliament following the adoption of Constitution of Kenya 2010</p>	<p>Outcome/output <ul style="list-style-type: none"> Increased capacity of members of both houses of Parliament to introduce, debate and pass bills </p>	<p>Output is Effective involvement of the Members of Parliament in the National Budgeting process Expected outcome is the improvement in the equitable distribution of, utilization of, and accountability in the use of public resources</p>	<p>Strategies <ul style="list-style-type: none"> Build capacity of Members of both Houses of Parliament in legislation Sensitize Members of both houses of Parliament on Standing Orders Improve the process of scrutiny and making of laws Provide sufficient support for Members of both Houses of Parliament in the process of making laws Provide efficient and timely access to the Hansard Ensure efficient management of Parliamentary Papers </p>
<p>2) To strengthen the capacity and process of overseeing the National Budget</p>	<p>Output is Effective involvement of the Members of Parliament in the National Budgeting process Expected outcome is the improvement in the equitable distribution of, utilization of, and accountability in the use of public resources</p>	<p>Entrench Parliament in the National Budget-making process Build capacity of Members of both Houses of Parliament to effectively oversee the National Budget process</p>	

	3) To Strengthen the Parliamentary Research Services	Enhanced quality legislation and oversight role of both Houses of Parliament	<ul style="list-style-type: none"> ▪ Institutionalize and strengthen research capacity in Parliament ▪ Formalize and strengthen the role of researchers in value addition of Parliamentarians' engagement in Parliamentary discourse ▪ Forge and maintain strong network with research institutions at national, regional and international levels ▪ Establish a knowledge and information management system ▪ Enhance reprographic services within Parliament
2) Need for enhanced image of Parliament	4) To enhance the public image of Parliament	Enhanced public image of Parliament	<ul style="list-style-type: none"> ▪ Enhance public relations activities both within and outside Parliament ▪ Improve use of information and communications technology ▪ Actualize the live broadcast of House proceedings ▪ Actively engage in Media and communication ▪ Improve protocol and reception in Parliament ▪ Take an active role in Public Social Responsibility activities
	5) To enhance service delivery	An improved structure that allows for professionalism and institutionalization of a Human Resource management plan that ensures the institution attracts and retains professionals	<ul style="list-style-type: none"> ▪ Understand key stakeholders and the services provided to them; these include internal and external stakeholders ▪ Continuously improve internal processes to deliver quality service ▪ Increasingly automate processes using ICT (including electronic media and the internet)

<p>3) Need for effective organizational structure and improved HR capacity</p>	<p>6) Enhanced staff performance</p>	<p>Expected Output: Enhanced staff performance through contracting of staff as part of the Results Based Management approach embraced in the mainstream Civil Service</p> <p>Expected outcome is enhanced service delivery to clients</p>	<ul style="list-style-type: none"> ▪ Institutionalizing performance contracting, and, ▪ Performance appraisals <p>Restructure PARLSCOM with regard to the following areas:</p> <ul style="list-style-type: none"> ▪ Establishment of the support structure for the Senate. This will include the establishment of the Office of the Speaker of the Senate, Office of the Clerk of Senate and other support staff. ▪ Strengthen the Office of the Speaker and the Clerk of the National Assembly, the Hansard and the Office of Legal Counsel. ▪ Establishment of the Parliamentary Training Institute. ▪ Full establishment of Library and Resource Centre Services. ▪ Improve terms of service for the different cadres. ▪ Recruit additional requisite staff to fill vacancies with special focus to the entire professional and administrative staff complement. ▪ Formulate and adopt an appropriate HR Strategy and policy. ▪ Develop capacity of Parliamentary Training Institute and utilize it extensively. ▪ Attach staff in other Parliaments with two chambers. ▪ Work with Development partners to provide training opportunities locally and abroad ▪ Regular team building activities/initiatives.
	<p>7) Strengthen teamwork and coordination between the</p>	<p>Output is improved communication and synergies between units</p>	

<p>4) Need to provide a conducive working environment for delivery of quality services</p>	<p>Commission, Directorates and Departments</p>	<p>Outcome is enhanced performance in service delivery and improved rating on teamwork criteria</p>	<ul style="list-style-type: none"> ▪ Multi-unit task forces formed to implement specific aspects of the new Constitution and beyond.
<p>8) To improve the working environment</p>		<p>Expected Output: the two Houses of Parliament, that is, the National Assembly and the Senate will each have a modern state of the art chamber, committee meeting rooms and offices for all the Members of both houses and staff of Parlscom. Adequate parking and hospitality facilities such as catering, health and fitness will also be available</p>	<ul style="list-style-type: none"> ▪ Refurbishment of the two chambers of Parliament to accommodate the National Assembly and the Senate. ▪ Building a new multi-story office block next to Continental House. ▪ Leasing Harambee Sacco for the period up to when the new office block will be ready ▪ Refurbishment of the already acquired Protection House. ▪ Reorganization of offices at Parliament buildings. ▪ Renting of parking space at KICC to provide for the extra parking required.
<p>5) Need to leverage on ICT for improved performance and communication</p>	<p>9) Enhanced use of ICT in operations and communications</p>	<p>Enhanced efficiency in service delivery and reduced costs across all Directorates and departments.</p>	<ul style="list-style-type: none"> ▪ Institutionalize ICT services in Parliament ▪ Build ICT capacity for Members of Parliament and staff. ▪ Develop and upgrade ICT infrastructure. These include fitting both chambers of Parliament with ultra modern ICT equipment. ▪ Automate processes, including: Computerize the management of Parliamentary Papers.
<p>6) Need for enhanced resource base and improve resource management</p>	<p>10) Adequate resource base and management of resources</p>	<p>Output: adequate resources are available to meet both capital and recurrent costs related to the implementation of the new</p>	<ul style="list-style-type: none"> ▪ Engage the Treasury to increase resources in line with the requirements of implementing this Strategy. ▪ Working closely with development partners

		<p>Constitution</p>	<p>to optimise their contribution to the implementation of the new Constitutional dispensation in Parliament.</p>
			<ul style="list-style-type: none"> ▪ Enhance efficiency in the procurement of goods and services. ▪ Empower the Directorate of Finance and Accounting through capacity building and effective structures. ▪ Enhance participation in the budgeting process. ▪ Improve quality of financial reporting.



APPENDIX II: Overview of the Parliamentary Service Commission

The Parliamentary Service Commission

The Parliamentary Service Commission was established through the Constitution of Kenya (Amendment) Act, No.3 of 1999, which was passed by the House on November 11, assented to by the President on November 17 and came into effect on November 19, 1999. The Commission was re-established and continued by Article 127 as read with sections 7 and 31 of the Sixth Schedule of the new Constitution

The Mission of the PARLSCOM is to: *Efficiently and effectively fulfil the constitutional function of parliament in a representative system of Government by upholding and ensuring the autonomous status of Parliament in its corporate relationship with other arms of the government.*

a.) Composition of the Commission

Until the first elections to be held under the new Constitution, the Commission consists of three appointed and seven elected Members as indicated here below:-

- The Speaker is the Chairman and a mandatory Member – by virtue of his position and office;
- The Leader of Government Business in the National Assembly or a Member deputed by him as a mandatory Member;
- The Leader of the Official Opposition or a Member deputed by him as a mandatory Member; and
- Seven Back Bench Members four of whom are from the party or parties in the Government and three from the party or parties in the Opposition. The Vice-Chairman is elected from among the Members from the Back Bench.

The Clerk of the National Assembly is the Secretary.

In the new dispensation, the Commission is constituted as follows;

- (a) the Speaker of the National Assembly, as chairperson;
- (b) a vice-chairperson elected by the Commission from the members appointed under paragraph (c);
- (c) seven members appointed by Parliament from among its members of whom—
 - (i) four shall be nominated equally from both Houses by the party or coalition of parties forming the



national government, of whom at least two shall be women; and,

(ii) three shall be nominated by the parties not forming the national government, at least one of whom shall be nominated from each House and at least one of whom shall be a woman; and

(d) one man and one woman appointed by Parliament from among persons who are experienced in public affairs, but are not members of Parliament.

The Clerk of the Senate shall be the Secretary to the Commission.

b.) Mandate

Section 45B of the former Constitution gives the mandate of the Commission as follows:

- The constitution and abolition of offices in the Parliamentary Service;
- The recruitment, appointments, deployment, disciplining, setting of terms and conditions of the service and the termination of service of all staff;
- Provision of facilities and services to Members of Parliament and staff and the supervision of the administrative mechanisms;
- The preparation of the budget for the National Assembly and the audit of the expenditure;
- The review of the remuneration of the Members through an independent body; and,
- The promotion of the ideals of Parliamentary democracy.

Under the new Constitution, the Commission is responsible for:

- providing services and facilities to ensure the efficient and effective functioning of Parliament;
- constituting offices in the parliamentary service, and appointing and supervising office holders;
- preparing annual estimates of expenditure of the parliamentary service and submitting them to the National Assembly for approval, and exercising budgetary control over the service;
- undertaking, singly or jointly with other relevant organisations, programmes to promote the ideals of parliamentary democracy; and
- performing other functions—
 - Necessary for the well-being of the members and staff of Parliament; or prescribed by National legislation.



c.) Committees of the Commission

In order to facilitate the proper discharge of the Commission's mandate, the Commission works through the following five committees which include:-

- **Committee on Finance:** Oversees all financial transactions of PARLSCOM; controls; evaluates and monitors the PARLSCOM budget; negotiates for all funding for the National Assembly; ensures there is adherence to prudent financial management and establishes priorities and goals of development for the National Assembly.
- **Committee on Staff Welfare:** Oversees recruitment; appointments; promotions; terms and conditions of service of the staff of the National Assembly, including dealing with disciplinary issues.
- **Committee on Tender and Procurement:** Ensures that the procurement process in the National Assembly adheres to the procurement procedures, rules and regulations as provided under the Public Procurement and Disposal Act of 2005.
- **Committee on Members' Welfare:** Ensures that the necessary and appropriate policies are put in place regarding the provision of facilities and services for Members. It also facilitates the review of the terms and conditions of service for Members including ensuring that Members have access to appropriate training and exposure visit programmes to other Parliamentary jurisdictions.
- **Committee on Security and Development:** Ensures that there is adequate /appropriate security within the precincts of the National Assembly.

d.) Office of the Speaker

The office of the Speaker exercises procedural, administrative and Managerial roles and functions vested by law, procedure and tradition necessary to operationalize the role and functions of Parliament. The Speaker of each House is the Presiding Officer of the respective house and its Chief Spokesperson. The Speaker of the National Assembly chairs the Parliamentary Service commission and is responsible for both policy and operations within the precincts of Parliament.

e.) Office of the Clerk

The Clerk of each House is the Principal Procedural Advisor to the Speaker, Deputy Speaker, other presiding officers and to all Members on parliamentary procedures, practices, conventions and traditions. The role of Secretary to the Parliamentary





Service Commission will move from the Clerk of the National Assembly to the Clerk of the Senate. The Clerk of the Senate will therefore be responsible for implementation of all policy matters approved by the Commission.

f.) Office of the Senior Deputy Clerk

The Senior Deputy Clerk of the National Assembly has been the overall link between the Directorates and the Parliamentary Service Commission, the Speaker and the Clerk of the National Assembly. He/she has been the Vice-Chair of the Board of Management overseeing the general supervision of all Directorates, external relations including inter-parliamentary relations and conferences. He/she also provides advice to the Speaker of the National Assembly and other presiding officers, including Members, on parliamentary procedures. He/she coordinates the preparation and presentation of orientation programmes for newly elected Members of the National Assembly. The office has also been responsible for coordinating the administration, planning and operation of the National Assembly.

In the new dispensation, each House shall have its own Senior Deputy Clerk who shall undertake these functions in relation to the respective House.

g.) Board of Management

The Board of Management (BOM), which is chaired by the Clerk of the National Assembly, has been the implementing agency for the policies and directives of the Parliamentary Service Commission. It has consisted of the Clerk, Senior Deputy Clerk, and Directors.

The Board performs the following duties:

- Reviews and assesses all estimates of the National Assembly.
- Reviews and recommends to the Commission all policy proposals.
- Reviews and recommends all schemes of service for staff.
- Reviews and recommends all proposals on terms and conditions of service for staff.
- Monitors the implementation of directives by the Parliamentary Service Commission.
- Reviews and recommends staff establishment, promotion and discipline.
- Reviews and considers recruitment of staff.

In the new dispensation, each House shall have its own Board of Management responsible for the affairs of the respective House. Additionally,





it may be necessary to establish a Board of Directors drawn from both Houses to take responsibility for the affairs of Parliament as a whole.

h.) The Commission Secretariat

The Commission Secretariat gives support services to the Commission. Its duties include: -

- Preparation and circulation of the Commission agenda and minutes.
- Follow-up action on the implementation of Commission decisions.
- Preparation and coordination of Commission retreats with Directors and Heads of Departments.
- Coordination of all the Commission activities on behalf of the Secretary.
- Preparation of the Commission's Annual Report.
- Any other duties that the Commission may direct through the Clerk of the National Assembly.

i.) Services provided by the Parliamentary Service

- Legislative and Committee Services.
- Finance and Accounting Services.
- Administrative Services.
- Information and Research Services.
- Legal Services

The Service has different directorates and departments with specific functions.

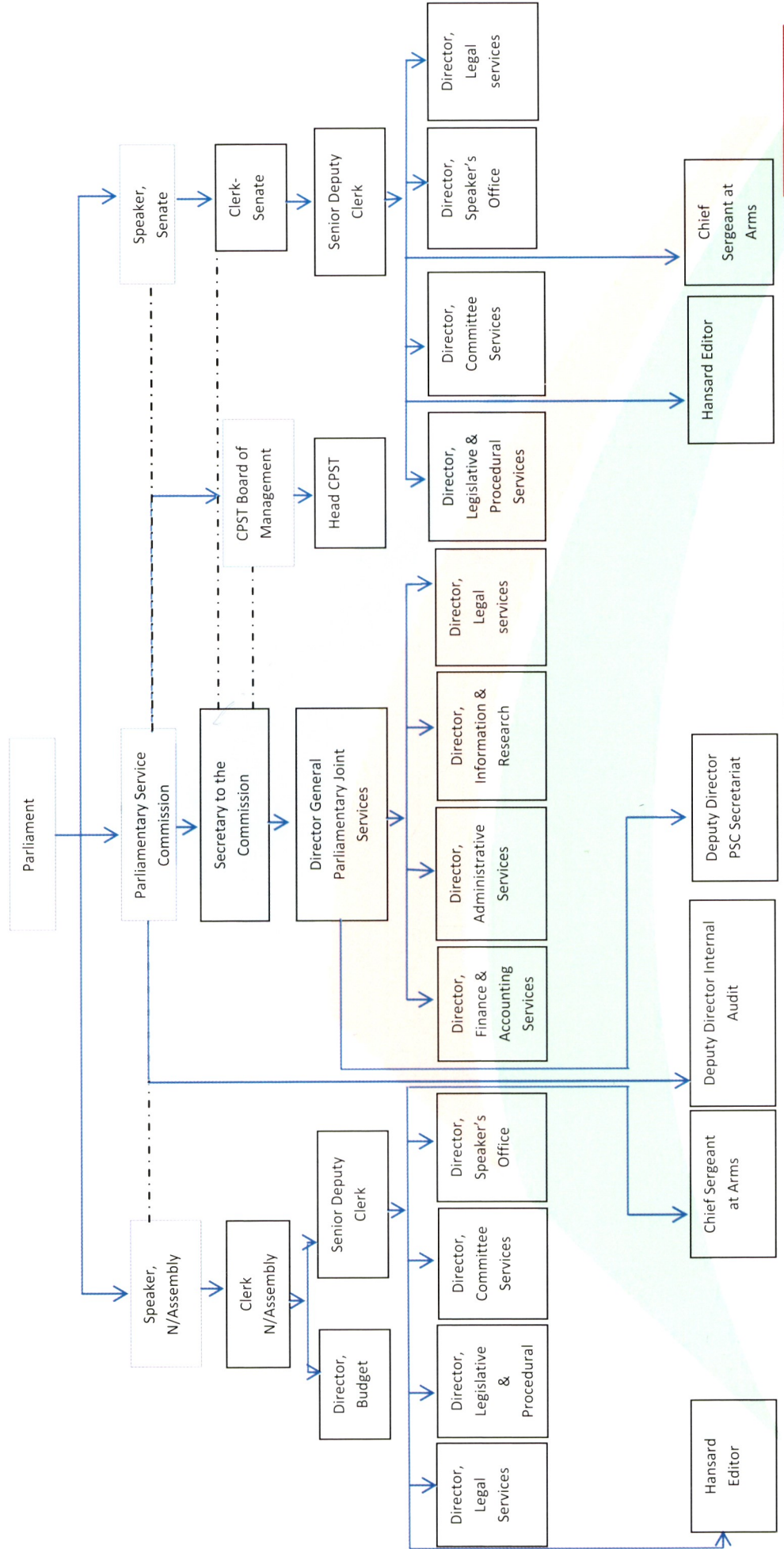
The new organisation structure of the Parliamentary Service Commission establishes national position of;

- the Clerk of the Senate to head the House of Senate
- the Clerk of the National Assembly to head the National Assembly
- the Director General to head the Parliamentary Service Commission Common services
- in addition to the Director in charge of Centre for Parliamentary Studies and Training and Director in charge of Parliamentary Budget Office

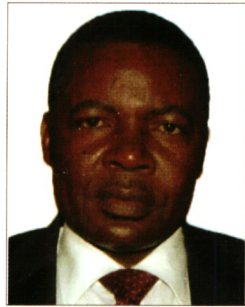
The organisation structure is outlined on appendix III



APPENDIX III: Structure of the Parliamentary Service OVERALL STRUCTURE OF THE PARLIAMENTARY SERVICE (Approved April, 2012)



THE THIRD PARLIAMENTARY SERVICE COMMISSION



Hon. Kenneth Marende, EGH, MP
Chairman



Hon. Adan Keynan, MP
Wajir West- Vice Chairman



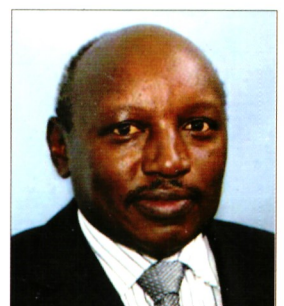
Hon. Chris Okemo, EGH, MP
Nambale - Member



Hon. Joseph Lekuton, OGW, MP
Laisamis - Member



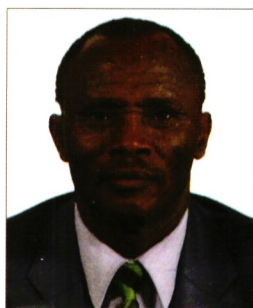
Hon. Aluoch Olago, MP
Kisumu Town W. - Member



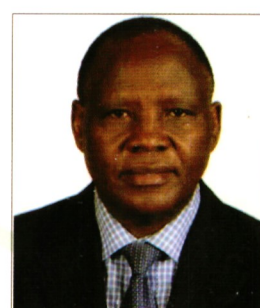
Hon. Zakayo Cheruiyot, MGH
MP Kuresoi - Member



Hon. Peter Mwathi, MP
Limuru - Member



Hon. Wilson Litole, OGW, MP
Sigor - Member



Hon. Walter Nyambati, MP
Kitutu Masaba - Member



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