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PARLIAMENTARY SERVICE COMMISSION

# ANNUAL REPORT 2010

**Draft**

*14<sup>th</sup> March 2011*

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## **ABBREVIATIONS AND ACRONYMS**

CNA-	Clerk of the National Assembly
CPA-	Commonwealth Parliamentary Association
CPST-	Centre for Parliamentary Studies and Training
HBC-	House Business Committee
ICT-	Information and Communications Technology
IFMIS-	Integrated Financial Management Information System
IPU-	Inter-Parliamentary Union
KICC -	Kenyatta International Conference Centre
KNA-	Kenya National Assembly
OLC-	Office of Legal Counsel
PARLSCOM-	Parliamentary Service Commission
PR-	Public Relations
SNA-	Speaker of the National Assembly
SUNY-	State University of New York
USA-	United States of America

## **FOREWORD BY THE CHAIRMAN OF THE COMMISSION**

I am pleased to present to you the annual report for the Parliamentary Service Commission for the year 2010. This report is prepared pursuant to Section 25 of the Parliamentary Service Act, 2000, which requires the Commission to prepare and table before the National Assembly, a report of its operations for the year. It covers the activities of the Commission during in 2010.

The responsibility of the management and administration of the National Assembly is vested in the Parliamentary Service Commission by provisions of the Constitution of Kenya. The Commission, in its duty to the public, aims through this annual report, to provide information on how Parliament has performed in its service to Kenyans and other stakeholders.

The passage of the Constitution marked a turning point in Kenya's history – a key achievement since independence, giving birth to fresh hope and expectations of the Nation of Kenya. With focus on Parliament as a key organ in the implementation during this period of transition, it is of significant importance that Parliament braces itself for performance of its work competently.

Parliament, in the new order, will be bicameral, constituting the National Assembly and Senate. This will, by itself call for a review of our Standing Orders, our infrastructure and a repositioning of our human resource and organizational structure to reflect the new reality. The Commissioners, with whom I have worked closely, have set in motion the infrastructural developments to support the 11<sup>th</sup> Parliament.

As the Chairman of the Parliamentary Service Commission, I am delighted to note that we achieved most of the activities we had set out to undertake in 2010. However, a lot more will have to be done especially considering the challenges arising from implementation of the Constitution. We have in place a great Strategic Plan which functions as a mirror and guide to our vision, goals, actions and aspirations. It is of paramount importance that we continue to work as a team in order to accomplish the huge task ahead.

We shall endeavour to work within Commission's mission, that is, to facilitate Members of Parliament to efficiently and effectively fulfill their constitutional function in a representative system of government, upholding and ensuring the autonomy of Parliament in its corporate relationship with other arms of Government.

I leave you with a phrase from Mark Twain, an American author and humourist which I encourage you to reflect upon as you play your respective roles in the implementation process. He said; *"Twenty years from now you will be more disappointed by the things that you didn't do than by the ones you did do. So throw off the bowlines. Sail away from the safe harbour. Catch the trade winds in your sails. Explore. Dream. Discover."*

**HON KENNETH MARENDE, EGH, MP**  
**SPEAKER OF THE NATIONAL ASSEMBLY**

## **MESSAGE FROM THE CLERK OF THE NATIONAL ASSEMBLY**

The Parliamentary Service Commission made tremendous progress during the year 2010 in the implementation of the 2008-2018 Strategic Plan. Directorates and departments prepared annual work plans which set out the activities they intended to accomplish that year, together with the target timelines for each activity. Parliament has continued to discharge its mandate in a transparent manner courtesy of the opening up of Parliamentary proceedings to the public through live broadcasts and allowing public access to Committee proceedings.

A key milestone in 2010 was the successful hosting of the 56<sup>th</sup> Commonwealth Parliamentary Association (CPA) conference in September in Nairobi facilitated by the Commission. This was only the second time in the history of Independent Kenya that this event was being held in the country. Kenya had the opportunity to showcase its potential as a leader in the region. The annual event brought together about 900 Members of Parliament and Parliamentary Officers from 173 Parliaments and States Legislatures of the Commonwealth.

With the adoption of the new Constitution by Kenyans in August 2010, Parliament is expected to play a key role in its implementation so that the voice and aspirations of Kenyans are realized. The Commission recognizes the numerous opportunities and challenges that the Constitution has introduced and has made tremendous effort to ensure that all staff gain sufficient knowledge of the provisions of the Constitution together with their role in its implementation. Staff are expected to remain professional and non-partisan so as to preserve the integrity of Parliament.

The review of the 2008/2018 Strategic Plan in line with the changes brought about by the new Constitution is underway. In an effort to enhance the capacity of Members and staff and to equip them with the skills necessary for implementation of the Constitution, the Commission has facilitated training and capacity building both locally and internationally. It has also put in place an elaborate training programme for staff.

New infrastructure will be required to operationalize the two chambers Parliament. The refurbishment of the National Assembly chamber began in 2010. Plans are underway to refurbish the Senate chamber and also construct a modern office block to cater for the additional office space that will be needed.

This Annual Report contains an overview of the activities of the various directorates/departments of the Parliamentary Service Commission for the year 2010 highlighting the planned activities, achievements and challenges encountered in execution of their mandate. As staff of the Commission, we commit ourselves to serve Members of Parliament and other stakeholders and more so, Kenyans of all walks of life.

**PATRICK G. GICHOHI, CBS**

**CLERK OF THE NATIONAL ASSEMBLY**

## **MISSION AND VISION**

### **Mission of the Parliamentary Service Commission**

*To facilitate the Members of Parliament to efficiently and effectively fulfill the constitutional mandate in a representative system of government by upholding and ensuring the autonomy of parliament in its corporate relationship with other arms of the government.*

### **Vision of the Kenya National Assembly**

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

### **Mission of the Kenya National Assembly**

*'To set up systems for the effective and efficient execution of parliament's constitutional mandate of a representative government while ensuring autonomy.'*

## **PART I: INTRODUCTION**

The Commission through this Annual Report aims to provide information on how Parliament performed in 2010. The Strategic Plan 2008-2018 sets out a vision of the PSC to make Parliament a centre of excellence. The Strategic Plan also makes a commitment by the Commission to improved service delivery to Members in the House, in the Committees and in their constituencies through the constituency liaison office.

The adoption of the Constitution of Kenya 2010 necessitated a review of the Strategic Plan as the Commission is now expected to provide facilities for an expanded National Assembly and the Senate.

Details of the activities undertaken by the specific directorates/departments are covered in this report. The report is presented in five parts, these are:-

**Part I: Introduction:** This includes a commentary by the Chairman of the Parliamentary Service Commission and the Clerk of the National Assembly/Secretary to the Commission on the performance of the Commission and significant matters that affected the Directorates. Part one also covers Mission and Vision of the Commission.

**Part II: Executive Summary of PSC activities for 2010:** This includes major milestones of the Commission in 2010.

**Part III: Directorates/Departmental progress reports:** This part covers a summary of activities implemented by directorates/departments in the year 2010.

**Part IV: Report on special project: 56<sup>th</sup> CPA Conference:** This provides a report of the conference that was hosted by Kenya in September 2010. Hon. Kenneth Marende, EGH, MP, and Speaker of the National Assembly was the CPA President during the period.

**Part V: Challenges and recommendations:** This part gives a summary of the challenges common to all the directorates and departments. Recommendations on how to overcome these challenges and improve service delivery in 2011 are also outlined in this part.

**Part VI: Conclusion:** This part captures the Commission's commitment to serve Members to discharge their mandate.

## **PART II: EXECUTIVE SUMMARY OF PSC ACTIVITIES FOR 2010**

Section 25 of the Parliamentary Service Act, 2000 requires the Commission to prepare and lay before the National Assembly, a report of its annual operations. Pursuant to this requirement, this report covers the following areas: An overview of the Commission since its inception in the year 2000, reports on the major accomplishments of the current Commission and reports from various directorates and departments of the Commission for the year 2010.

The Commission comprises of 10 Members and is chaired by the Speaker of the National Assembly. The Commission has five committees which handle specialized aspects before presentation to the Commission. The committees held a total of 60 meetings in 2010. The committees include:

- (i) The Finance Committee
- (ii) The Tender and Procurement Committee
- (iii) The Members' Welfare Committee
- (iv) The Staff Welfare Committee
- (v) The Security and Development Committee

This report covers the period from January to December 2010 and outlines the activities the Commission carried out during the year and the challenges faced. Below is a summary of activities undertaken by the Commission in 2010:

### **1. Enhancing the Oversight Role of Parliament**

The Commission has endeavoured in the past year to improve the capacity of Members to enable them to introduce legislation in the House. In this regard, 18 Bills were introduced in the House out of which 12 were passed. Further, a total of 117 Motions were introduced and resolutions were made, whereas 715 Questions were asked in the House of which 495 were answered.

### **2. Members Welfare**

The Commission facilitated Members in the development of constituency Strategic Plans as recommended by the Akiwumi Tribunal. The activity is being handled by the Centre for Parliamentary Studies and Training (CPST). The Commission also reviewed ex-gratia medical payments. In the period under review, the Commission approved medical ex-

gratia to seven (7) Members. This facility is a reimbursement of what a Member pays over and above the medical insured limit.

### **3. Staff Welfare**

Staff promotions, confirmations in appointment, discipline cases, deployment, and salary review were executed.

M/s Novatek Ltd was engaged to develop a comprehensive Scheme of Service and an organizational structure for staff of the National Assembly. The Draft Report was presented to the Board of Management during the Annual Staff Retreat in December 2010 for consideration and thereafter for onward transmission to the Commission for its consideration and final adoption.

The Commission also facilitated capacity building through regular local workshops and external training for both Members and staff. A number of study tours to countries of best practice were undertaken while staff also benefitted from attachments in other parliaments. This enhanced the performance of both the Members as well as the staff.

### **4. Policy developments of the Commission**

In order to manage the affairs of Parliament better, the Commission established two new directorates; the Directorate for Parliamentary Studies and Training (CPST), with Headquarters at Karen, and the Directorate of Planning and Development. The Center for Parliamentary Studies and Training is a first of its kind in East and Central Africa offering specialized and unique training in relation to the affairs of Parliaments/Legislatures. The Directorate of Planning and Development was created in light of the numerous development projects that are envisaged with the adoption of a New Constitution for Kenya.

In an effort to ensure that there is a proper framework that guides the activities of Parliament, the Commission adopted the following Policies: Pupilage Programme for lawyers; Internship Policy; Staff Appraisal; ex-gratia payment for Members; and the Medical Scheme for Staff.

### **5. Development projects**

The Commission continued in the development of infrastructure with an aim of providing a conducive working environment. In 2010, the Commission embarked on the

renovation of the National Assembly Chamber Project. Works are on schedule though the Commission has experienced a few delays brought about by challenges in a number of the sub components in the renovation process.

In order to keep the public informed, the Commission authorized the conversion of a number of offices at the Main Parliament Building into Live Radio and T.V. broadcasting Studios to host the Parliamentary Broadcasting Unit. The supply, installation, training, and commissioning of television and radio broadcasting equipment is underway and is expected to be completed by June 2011.

The Commission has approved the following projects in preparation for the expanded National Assembly and the new Senate which are provided for in the Constitution of Kenya 2010: Refurbishment of the Old Chamber to serve as the Senate Chamber; Partitioning of Harambee Plaza for the provision of office space for Members of the National Assembly; Renovation of Main Parliament to create a Senate Wing and the National Assembly Wing; Remodeling of Protection House which has been acquired by Parliament for use by staff and various Committees; Rehabilitation of Continental House to provide office space for Senators; and a Master Plan for the Centre for Parliamentary Studies and Training is underway.

#### **6. Security within precincts of Parliament**

A proposal to raise the standard of security around Parliament Buildings and the management of human traffic in and out of Parliament Buildings has been developed. This will be important in light of the new dispensation where the National Assembly will have 350 Members while the Senate will have 68 Senators and the additional staff that will ultimately be required.

#### **7. PSC Strategic Plan**

The Commission continued to implement its Strategic Plan 2008-2018 which was launched in October 2008 as a long term plan for Parliament's development agenda. Twelve (12) strategic objectives were pursued including: To strengthen the capacity of Members to make Laws; strengthen the capacity of the Members in the process of overseeing the National Budget; strengthen the Parliamentary Research Services; enhance staff performance; improve utilization and absorption of allocated funds; improve the public image of Parliament; enhance service delivery; enhance staff capacity; strengthen the office of the Speaker and other Parliamentary offices; strengthen the office of the Clerk of the National Assembly; improve the working environment; enhance use of ICT in operations and communication.

The departments developed 2010 work plans based on these objectives and progress was reported. Some of the challenges faced in the process of implementing the Strategic Plan in the period under review include:

- Limited awareness of the Strategic Plan amongst some staff
- Inadequate financing of projects.
- Unrealistic work plans and unachievable targets.
- Poor inter and intra communication – poor teamwork.
- Refusal to embrace the Strategic Work Plan – negative attitude towards work
- Inadequate Office space.
- Slow implementation of some projects- due to lack of adequate staff capacity.

With the promulgation of the new Constitution on 27<sup>th</sup> August 2010, the Commission commenced the review of the Strategic Plan to align it to the new realities of the Constitution.

## **PART III: DIRECTORATES/ DEPARTMENTAL PROGRESS REPORTS**

### **1. OFFICE OF THE SPEAKER**

#### **Introduction**

One of the strategic objectives of the Strategic Plan of the Parliamentary Service Commission (PARLSCOM) for 2008-2018, is to put in place an effective and efficient mechanism for the co-ordination of the services of the key political offices of Parliament. Hence, the Strategic Plan gives priority to establishment of a Secretariat for the Office of the Speaker, which would be pivotal in the co-ordination of the services of the political offices. As Parliament looks closely at itself as an institution and embarks on a programme of structural and infrastructural changes in view of constitutional changes that will make it Bicameral, the Commission together with the Office of the Speaker will be expected to offer guidance and direction, particularly in the area of administration of Parliament.

The Speaker's Office works closely with all Parliamentary offices and coordinates the operations of those offices. The Speaker's Office works closely with the Office of the Deputy Speaker, the Speaker's Panel, the Whips, and the Clerk's Office.

The duties, responsibilities, and powers of the Speaker are spelt out by the Constitution of Kenya, the Standing Orders and the Parliamentary Service Act. The main roles of the Speaker include:

- Political head and Chief Spokesperson of the Institution: Under this role, the Speaker is the only officer mandated to speak on behalf of the Kenya National Assembly and he represents the Institution nationally and internationally
- Presiding Officer of the House; the Speaker directs House business and ensures that the same is conducted in an orderly manner
- Chair of the Parliamentary Service Commission and therefore the ultimate administrative head of the institution.
- Member and chair of various key committees including the Powers and Privileges Committee, the Speaker's Committee, and the Pensions Committee.

- He is the patron of parliamentary organizations including the Inter-Parliamentary Union (IPU) and the Commonwealth Parliamentary Association (CPA).

### **Targets for 2010**

For the year ending 31<sup>st</sup> December 2010, the office had the following main/key deliverables;

- a) To improve the image of Parliament.
- b) Provide a secretariat for the office of the Speaker.
- c) Build adequate capacity for the Speaker's Office.
- d) Improve the welfare of the office holders/staff in the secretariat, inclusive of provision of office space.
- e) Build strong coordination between the Speaker's Office and other Parliamentary Offices with a view to improving overall efficiency of Parliament.
- f) Procure a firm panel of advocates to handle legal work in the Speaker's Office.

### **Activities undertaken in 2010**

- a) Outreach with a view to improvement of the standing and image of Parliament; several targeted "public events" undertaken including the Prayer Breakfast, constituency outreach, Amani Forum, Bunge FC.
- b) Co-ordinated CPA Conference where the Speaker was the President.
- c) Coordinated the Speaker's conferences, that is, East African Community, the IPU IGAD and also the Kenya National Dialogue Conference by the Kofi Annan Foundation.
- d) Commissioned a comparative study on the Office and secretariat of the Speaker in other jurisdictions. Lessons from Malaysia, Australia, Ghana and Canada shared.
- e) Two staff members were identified within the establishment of the KNA and seconded to the office; protocol and research.
- f) An inaugural retreat for the office of the Speaker was held in November 2010 with concrete resolutions for presentation to the Commission.
- g) Coordinated Parliamentary Friendship Groups, caucuses and diplomatic courtesies.

**Targets not met**

- a) Provision of adequate office facilities.
- b) Induction of new staff in the Speaker's Office.
- c) Engagement of a public administration expert to work with the Office and advise on the organization structure.
- d) Identification and appointment of the panel of advocates to handle occasional legal work for the Speaker's Office.

**Challenges to service delivery**

- a) Lack of a functioning structure and proper placement of the Secretariat.
- b) ICT infrastructure has not been fully harnessed to ease coordination of departments.
- c) Lack of a communication policy for the National Assembly.
- d) Inadequate financial support and facilitation to accommodate the secretariat's requirements.

## **2. OFFICE OF THE CLERK**

### **2.1 CLERK'S OFFICE**

According to the Parliamentary Service Act, Cap 185, the Clerk of the National Assembly is the Chief Executive Officer of Parliament and Secretary to the Parliamentary Service Commission. The Clerk oversees the overall administration of Parliament. The Clerk's Office provides expert and non-partisan advice to Members on parliamentary practice and procedure.

#### **Activities undertaken in 2010**

- Induction for the recruited staff into the operations of Parliament and the Commission functions.
- Capacity building for staff – Attachments, trainings and study tours for staff is ongoing.
- Preparation of monthly projects implementation reports.
- Developed a communication framework between the Clerk's Office, the Serjeant-At-Arms, the Maintenance department, and the Speaker's Office and improved coordination with the Speaker's Office and the Public Relations Office on organization of events.
- Preparation of annual Board of Management reports.

#### **Challenges to service delivery**

- No clear support structure for Clerk's secretariat and the Board of Management.

## **2.2 PARLIAMENTARY SERVICE COMMISSION SECRETARIAT**

The Parliamentary Service Commission Secretariat is the institutional memory of the Parliamentary Service Commission. It performs the following facilitative functions:

- a) Preparation and circulation of the Commission's Agenda; the Board of Management generates the bulk of the Agenda for the Commission. In liaison with the Directors and Heads of Departments, the Secretariat prepares and serializes the agenda for the Commission in the form of Papers for consideration by the different Committees of the Commission before they are considered by the Commission.
- b) Taking and preparation of minutes; the Commission Secretariat is the Institutional memory of the Commission. All records of the Commission, papers, recommendations, resolutions, minutes and correspondence are under the custody of the Secretariat. The Secretariat takes Minutes of all Commission and Committee meetings in a given year and archives them for future reference.
- c) Sending of notices of meetings and circulation of minutes; before any meeting is held, official notices are sent out to all Commissioners in the case of a Commission meeting and to the Committee Members in the case of a Commission Committee meeting.
- d) Follow up on action on the implementation of Parliamentary Service Commission resolutions; the Commission considers the recommendations from its Committees and makes appropriate decisions.
- e) Co-ordination of the Commission's activities on behalf of the Secretary/ Clerk of the National Assembly. The Clerk is assisted by the Secretariat in the management of Commission affairs. These include Commission/Committee meetings, retreats, study tours, hosting of Parliamentary Delegations from other Jurisdictions, coordination of transportation facilities, supervision of drivers deployed to the Commissioners, supervision of staff in the Commissioners' offices among others.

### **Activities carried out in 2010**

During the year under review, the Commission Secretariat facilitated the Parliamentary Service Commission to hold a total of twenty-seven (27) meetings. The Committees of the Commission continued to be active during the year under review and they held a combined total of 60 meetings as indicated here under:-

- The Staff Welfare Committee held a total of thirteen (13) meetings.
- The Security and Development Committee held a total of twenty-one (21) meetings.
- The Tender and Procurement Committee held a total of nine (9) meetings.

- The Members Welfare Committee held a total of ten (10) meetings.
- The Finance Committee held a total of six (6) meetings.

The Commission Secretariat facilitated the Commission to consider reports emanating from the Board of Management and made resolutions on various issues. Some of the resolutions that the Commission made in 2010 include;

- Staff matters:** These included: promotions, confirmations in appointment, discipline, deployments and salary review.
- Filing of vacant posts:** Interviews for various positions of were conducted during the year under review and filled as per the Commission's resolution.
- Staff Consultancy Services:** M/S Novatek Ltd was engaged to develop a comprehensive Scheme of Service and an organizational structure for staff of the National Assembly. The Draft Report was presented to the Board of Management during the Annual Staff Retreat in December 2010 for consideration and thereafter for onward transmission to the Commission for its consideration and final adoption.
- Renovation of the National Assembly Chamber**  
In 2010, the Commission embarked on the renovation of the National Assembly Chamber Project. Works are on schedule.
- Repossession of vacant plot adjacent to County Hall:** - The Commission terminated the lease on plot No. LR. 2091 541 next to Parliament Lane that was leased to a private developer.
- Medical Ex-gratia:** The Commission approved medical ex-gratia assistance to seven (7) Hon. Members and three (3) members of staff.
- Concept paper on security:** A concept paper on the status of security was presented to the Committee on Security and Development and will be presented to the Commission in subsequent meetings. This paper seeks to raise the standard of security around Parliament Buildings and the management of human traffic in and out of Parliament Buildings.
- Creation of Directorates:** In order to manage the affairs of Parliament better, the Commission established two new directorates; the Directorate for Parliamentary Studies and Training (CPST), with Headquarters at Karen, and the Directorate of Planning and Development. The Center for Parliamentary Studies and Training is a first of its kind in East and Central Africa offering specialized and unique training in relation to the affairs of Parliaments/Legislatures among other capacity building activities. The Directorate of Planning and Development was created in light of the numerous development projects that are envisaged with the adoption of a New Constitution for Kenya. The Commission also

upgraded the Office of Legal Counsel and the Parliamentary Budget Office to directorate level.

- i) **Constituency Strategic Plans:** The Commission adopted a recommendation from the Akiwumi Tribunal that all Members of Parliament prepare Strategic Plans for their Constituencies.
- j) **Policies adopted by the Commission:** The Commission adopted the following Policies: Pupilage Programme; Policy on Internship; Policy on Staff Appraisal; Policy on ex-gratia for Members; and Medical Scheme Policy for Staff.
- k) **Projects:** The Commission approved the following projects in preparation for the expanded National Assembly and the new Senate which are provided for in the Constitution of Kenya 2010. Refurbishment of the Old Chamber to serve as the Senate Chamber; Partitioning of Harambee Plaza for the provision of office space for Members of the National Assembly; Renovation of Main Parliament to create a Senate Wing and the National Assembly Wing; Remodeling of Protection House which has been acquired by Parliament for use by staff and various Committees; Rehabilitation of Continental House to provide office space for Senators; and a Master Plan for the CPST.
- l) **Construction of Live Radio and T.V. Broadcasting Studios.** The Commission authorized the conversion of a number of offices at the Main Parliament Building into Live Radio and T.V. broadcasting Studios. As at the time of going to press, the studios were 90% complete. In subsequent meetings, the Commission will consider the supply, installation, training and commissioning of television and radio broadcasting equipment.
- m) **Study Tours:** The Commission Secretariat facilitated Commissioners to tour Parliaments of Australia, New Zealand, and Brazil.
- n) **Commission Retreats:** The Secretariat facilitated the Commission to hold two Commission Retreats, 21-24 January 2010 and 3-6 May 2010.

### **Challenges in service delivery**

- **Limited office space:** the Secretariat lacks adequate office space. A registry is required for secure storage of sensitive Commission documents and archiving.
- **Strengthening of the Secretariat:** It is imperative that staff are exposed through training programmes in management, human resource, conduct of Committee work, report writing, workshops and attachments in order to sharpen their managerial skills.

### **2.3 INTERNAL AUDIT**

The department is mandated to:

- Provide independent and objective assurance and consulting services designed to add value and improve operations of the Commission.
- Conduct risk based audits to provide reasonable assurance that risk management processes and structures are functioning effectively and efficiently.
- Review, analyze and evaluate budgetary allocations and re- allocations to ensure that expenditure trends are in line with the National Assembly Strategic Plan and that there is prudence and effective utilization of budgetary resources.
- Review and evaluate annual Appropriation Accounts, Fund Accounts and Statements of Assets and Liabilities before submission to the Controller and Auditor –General.

#### **Activities undertaken in 2010**

- Human Resource Procedures; Audit Committee recommendations to be effected by the Human Resource.
- Accounts and Payment System; Audit Committee recommendations to be effected by the Accounts Department.
- Management Information System; the report is awaiting presentation to the Board of Management.
- Risk Management; training conducted for all AIE holders. Training necessary
- Catering Fund; Audit Committee recommendations to be effected.
- External Audit Queries; a report has been submitted to the Clerk.

#### **Challenges in service delivery**

- Shortage of technical staff;
- Slow implementation of audit recommendations;
- Lack of adequate office space;
- Pre-auditing of payment vouchers and commitment documents leaves little time for systems review and audit of the operations of departments.

## **2.4 SERJEANT-AT-ARMS DEPARTMENT**

The Serjeant-At-Arms Department is charged with the responsibility of providing a secure environment for Members of Parliament, staff and visitors.

### **Activities undertaken in 2010**

The Department was able to implement a number of projects during the year, 2010 as follows:-

- A training programme for staff on security awareness was carried out at the Kenya Institute of Administration (KIA) and the Jomo Kenyatta International Airport (JKIA).
- Electronic Control Boards were installed at The Main Building and Continental House with assistance from the Information, Communication and Technology (ICT) Department.
- The department did put in place a books display cabinet along the corridor of the Main Library.
- The parking area opposite St. John Ambulance centre was operationalized during the same year.
- A scheme of service for Serjeant-At-Arms Department was prepared and forwarded to the Parliamentary Service Commission (PSC). A structure for the Serjeant-At-Arms Directorate was prepared and forwarded as well.
- The Department did manage to develop a Memorandum of Understanding with the Police Dog Section Unit and following that, sweeps are conducted on Tuesdays, Wednesdays and Thursdays before the sittings of the House.
- A security concept paper was prepared and presented to the PSC.
- In order to cater for visitors who frequent Parliament Buildings, the Department erected a tent near the entrance of the Main Building where visitors can comfortably meet MPs and staff.
- Issuance of swap cards and medical cards to MPs and staff was successfully done.

### **Activities not achieved**

It is important to mention that the Department is in the process of undertaking other activities that, hopefully, will be accomplished in the coming years and these include:-

- Procurement of communication equipment.
- Construction of security guard houses.
- Procurement of consultancy services for Disaster Preparedness Policy.
- Recruitment of security staff.
- Reinforcement of perimeter fence.

- Renovation of MPs' pigeon holes and installation of roller doors at the Public and Ministers gates.

### **Challenges to Service Delivery**

During the year, the Department did face a number of challenges in the process of service delivery which are as follows;

- Shortage of staff since many members of staff have been re-designated without replacement, as reported in monthly reports.
- Staff have not been trained staff to operate and maintain the Security management system (SMS).
- It has not been possible to expand the existing facilities due to lack of space. This has resulted in inadequate office space, few Committee rooms and limited parking space.
- The department has had to grapple with the problem of lack of communication systems.
- There is need for new generation uniform for security officers.

### **2.5 MAINTENANCE DEPARTMENT**

The activities of the Maintenance Department range from maintenance work, minor repairs, refurbishment and alterations. The department is also involved in planning and implementation of the Commission's projects, and liaison with consultants. Maintenance work includes building and plant repairs, maintenance of gardens, replacement of bulbs and servicing of equipment. The department also ensures continuous supply of water and electricity to Parliament Buildings.

#### **Activities undertaken in 2010**

- Carried out maintenance work, repairs, refurbishment, and minor alterations.
- Maintained buildings and plant repairs, maintenance of gardens, replacement of bulbs and servicing of equipment.
- Planned and coordinated implementation of Commission Projects.
- Ensured continuous supply of water and electricity.
- 3000 litre diesel storage tank was installed in Continental House to improve storage capacity.
- Partitioned Harambee Plaza, sixth floor and former Registry into offices.

- Replaced paving slabs with concrete paving of visitors' entrance ,paved areas in the Main Buildings. Also paved the Press Centre with colored tiles.
- Prepared the old chamber for use during National Assembly renovation.
- Installed a diesel storage tank for Continental House generator.
- Coordinated the refurbishment of the boiler room into registry offices.
- Installed air conditioning split units for Commissioner's Office and renovated toilets in the Main Buildings, County Hall, and CPST.
- Renovated the Mosque; replaced pumps for the fish pond at the Press Centre.
- Installed air conditioning for Main Parliament server room.
- Replaced pendant lights, main staircase lights in County Hall and CPST.

### **Development Projects**

During the year 2010, the PSC was implementing the following projects:

- Multi-storey office block: Documentation for the Multi Storey Office block was completed.
- Refurbishment of the chamber: The following were done- demolition and wet works, wall tiling in wet areas; ceiling and wall cladding inside the chamber, cabling for electrical, structured network and multimedia digital congress network ongoing; car parks and walkways paving in progress and fire suppression and plumbing pipe work.
- Live broadcast studios works.
- Centre for Parliamentary Studies and Training refurbishment. The Commission approved the award of the consultancy services to prepare the master plan Formulation of the project brief ongoing.

### **Challenges to service delivery**

- Skilled staff shortage.
- Lack of adequate financial resources to complete projects on time.
- Increased number of ad hoc/ unplanned maintenance activities.

### **3. DIRECTORATE OF LEGISLATIVE AND PROCEDURAL SERVICES**

The Directorate of Legislative and Procedural Services mainly deals with legislative matters. It provides administrative and procedural support to the House and Committees through its two core departments: Legislative and Procedural Services; and Hansard.

#### **3.1 LEGISLATIVE SERVICES**

The Legislative Services Department is tasked with the following responsibilities:

- Preparation and distribution of the Order Paper
- Processing of Questions and Bills
- Provision of procedural advice to all Honourable Members
- Custody of Parliamentary records including Papers Laid in the House for debate
- Distribution of copies of Bills and other Parliamentary papers to Members
- Offering professional advice to the Speaker, Deputy Speaker and other presiding officers and Honourable Members on parliamentary procedures, tradition, practice, convention and etiquette.
- Attending to Chamber Duties

#### **Activities undertaken in 2010**

- Sensitization of Members on the Procedural implication of the New Constitution.
- Sensitization of officers on the procedural implication of the New Constitution.
- Offered procedural advice to the Speaker, Members of Staff on a range of activities dealing with House Business.
- Initiated action on Communication from the Chair.
- Facilitated legislation process in the House including proposed amendments to the Bills: in this regard **18** Bills were introduced in the House in the Year 2010. **11** were carried over from 2009. A total of **12** Bills were enacted into law.
- Facilitated Members in drafting Motions and Questions. In this regard **117** Motions were introduced in the House and resolutions were made whereas **715** Questions were asked in the House of which **495** were answered.

- Facilitated drafting of requests for Ministerial Statements.
- Re-organized the Table Office, providing more space and facilities for officers.
- Timely preparation of Votes and Proceedings.
- Parliamentary weekly programmes posted on the internet and distributed in accordance with the provisions of the Standing Orders.
- Secretariat support to the House Business Committee and Procedural House Rules Committee.
- Timely production of Order Paper and Weekly programmes and keeping the House Journals.
- Produced the House Calendar for the year.
- Drafted replies to correspondence concerning procedural matters sent to the Speaker or the Clerk;
- Responded to inquiries from Members of Parliament and their staff, the public, and other legislatures.
- Coordinated attendance of International Conferences such as CPA, IPU and EU/ACP.

### **3.2 HANSARD DEPARTMENT**

The Hansard Department derives its mandate from Standing Order No. 32(1) and (2) which states: (1) *There shall be published a verbatim report of all proceedings of the House, unless the Speaker is satisfied that this is rendered impossible by some emergency.* (2) *Every Member shall have an opportunity to correct the draft verbatim report of the Member's contribution but not so as to alter the substance of what the Member actually said (as to which the Speaker shall, in case of doubt, determine).*

#### **Core Functions**

- Under the provisions of Standing order No. 32 (1) and (2), the Hansard Department is charged with the responsibility of recording and publishing a report of all proceedings of the House.
- Providing verbatim reports of House and Committee proceedings to Members of Parliament, Parliamentary Officials, the Parliamentary Library, Government Ministries, departments and State Corporations.
- Provide verbatim reporting services to Government commissions of inquiry and Parliamentary conferences on request.
- Maintenance of the entire sound system in the National Assembly.

#### **Activities achieved in 2010**

The department has continued to carry out its reporting and editorial functions which involve reporting verbatim, and in the first person, all the speakers in parliamentary and committee proceedings; editing the reports for corrections; compiling reports, indexing and binding of volumes and archiving for record and referencing purposes.

##### **(a) House Business**

In 2010, the Department covered 117 House plenary sittings where the verbatim reports were produced and posted in the Kenya Parliament website.

##### **(b) Committee sittings**

The demand for coverage by various committees was on the increase during the year. A total of 280 committee sittings were covered as follows:

- Local Authorities & Funds Accounts Committee; 32 sittings;
- Public Investments Committee; 26 sittings;
- Public Accounts Committee; 55 sittings;
- Departmental Committee on Finance, Planning Trade & Tourism; 13 sittings;
- Departmental Committee on Defence & Foreign Relations; 10 sittings;

- Constitution Implementation & Oversight Committee; 5 sittings;
- Departmental Committee on Lands and Natural Resources; 3 sittings;
- Departmental Committee on Labour & Social Welfare; 8 sittings;
- Departmental Committee on Agriculture, Livestock & Co-operatives; 11 sittings and;
- Committee on Constitution Review; 10 sittings.

**(c) Foreign assignments**

In April, 2010 two officers of the Department proceeded to the Pan-African Parliament, to cover proceedings of the Parliament.

**(d) Projects undertaken by the department**

During the course of the year 2010, the Department has been carrying out implementation of a new Hansard Production System. The System is providing digital audio and video records and a host of other important facilities such as archiving. The HPS Project is expected to be fully operational in 2011.

It should be noted that the system, like other systems, requires well-trained staff to run it. Along with that, the system has created very many new roles and officers need to be trained in order to support it.

The Department needs permanent staff, well trained in Information Communication Technology (ICT). Currently, the Department has been receiving support from the ICT Department. The Department recommends that in future, personnel with an orientation in ICT be recruited to support users of the Hansard Production System.

**Challenges to Delivery of Service**

During the year 2010, officers experienced several challenges, but the following are key:-

- A heavier workload due to the increased need for Hansard services especially from Committees that have not been traditionally covered.
- Shortage of adequate staff to handle increased workload and replace officers who have exited service.
- Work related health hazards like eye and ear problems arising from continuous use of transcription equipment.
- Irregular replacement of office furniture, especially, seats since officers sit for very long hours.

#### **4. DIRECTORATE OF COMMITTEE SERVICES**

The Directorate of Committee services deals with Select Committees of the house which are divided into: House Keeping; Investigatory/Watchdog, Departmental, *ad hoc* and others. The mandate of the Directorate includes:

- Taking of evidence and compiling reports on government expenditure as well as that of State Corporations and Local Authorities.
- Carrying out inspection tours.
- Investigate, inquire into, and report on matters relating to management, activities, administration, operations and estimates of government ministries and departments.
- Scrutinize statutory instruments to ensure that they are consistent with parent statutes.
- Follow up on implementation of government undertakings.
- Enhance equalization of opportunities for all Kenyans.
- Scrutiny of petitions committed to Parliamentary Committees.

#### **Committee Activities in 2010**

##### **(a) Review and scrutiny of the budget Estimates.**

All the departmental committees were engaged on the review of the budget estimates from late march right through to late July. They started by a review of the Budget Policy statement in March/April. The Budget Committee was able to lay a report on the Budget Policy statement in the House. The Committees scrutinized the financial estimates from mid June to late July and a total of 12 reports were laid in the House by the departmental committees and one by the Budget Committee.

##### **(b) Committees and the review of the Constitution**

- The Committee on Review of the Constitution was heavily involved in constitutional review from early February to August 2010.
- The Oversight Committee on the Implementation of the Constitution was constituted soon after promulgation of the Constitution and it has been dealing with its oversight responsibilities on implementation.
- The Constitution has formed many Commissions and Independent Offices and has made it a requirement that the members should be vetted by Committees of the National Assembly.
- The Constitution has set strict timelines which have little or no room for extension.

**(c) Vetting by Committees**

- The Committee on Legal Affairs has vetted various persons for the Judicial service Commission.
- It has vetted persons for the Commission on Implementation of the Constitution
- The Finance Committee vetted persons for the Commission on Revenue Allocation
- Vetting of other persons will commence as soon as the appointing authorities conclude the appointments.

**(d) Public hearings**

Committees carried out Public hearings on;

- Utilization of Masinga Dam
- Sugar, maize and dairy farming.
- Security in North Eastern Province and the Mau region.
- The plight of internally displaced persons (IDPs) in Kenya.
- Settlement of squatters in Ngariama ranch among others.
- Some reports have been tabled while others are being compiled.

**(e) Inspection tours**

Committees inspected the following projects

- CDF funded projects of Yatta and Gatanga Constituencies.
- Roads constructed by National youth Service in Kathiani and Yatta constituencies
- Masinga and Mwea Irrigation Schemes.
- Port of Mombasa to inquire into allegations over importation of genetically modified maize.
- Tour of Mwireria, Kuraiha and Gachoro schools in Kiambu, Kigari Teachers Training College, Kisumu Polytechnic, Tom Mboya Labour College, Maseno University, Chepkoilel Campus, Pwani University College.
- Jomo Kenyatta International Airport, Moi International Airport, and Malindi Airport.
- Health facilities in Eastern and Central provinces.
- Mt Kenya forest, South Ngariama Ranch, Kiserian Dam, and ADC farms - Trans Nzoia region.
- Moyale road, Kenya Pipeline & Kenya Petroleum Refineries.
- Geothermal Development Corporation Fields in Rift Valley.
- Oil drilling sight in Isiolo, new ferries bought by Kenya Ferry Services (among others).

**(f) Investigations**

Committees carried out investigations on alleged malpractices in the Ministries of;

- Immigration (concluded, report tabled & adopted).
- Foreign Affairs (concluded, report tabled & adopted).
- Cooperatives (concluded, report tabled & adopted).
- Water and Irrigation (ongoing).
- Provincial Administration and Internal Security (ongoing).
- Industrialization (concluded and report tabled).
- Finance Committee considered a petition on Charter Bank (concluded, report tabled & adopted).

**(g) Other Committee Reports**

- Report of Defence Committee's visit to Turkey, Ireland, and United Kingdom was adopted by the House.
- Report of Defence Committee's jointly with Administration and National Security Committee on visit to Garissa, Dadaab and Voi was adopted by the House.

**(h) External visits**

- Committees of the House also visited various countries for conference meetings, inspection tours and bench marking.

**Challenges in service delivery**

- Requirement by the Constitution for Public participation in Committee proceedings.
- Limited number of Committee rooms.
- Staff stagnation.
- Lack of storage facilities for documents received as evidence.

## **5. OFFICE OF LEGAL COUNSEL**

The Office of Legal Counsel was established in May 2007 with a view to making legal services previously provided by the Office of the Attorney-General and private legal practitioners closer and more easily accessible to the National Assembly. The office is now divided into two sections, namely; Legislative Drafting and Advisory services and the Litigation and Corporate affairs.

### **Core Functions**

The office undertakes the following duties:

- Drafting Private Members' Bills and Committee stage amendments to Bills.
- Rendering legal opinion to the Speaker.
- Advising on Government Bills.
- Speaker's Counsel in respect of all official aspects of the Speaker's Office.
- Litigation.
- Legal Research.
- Chamber legal services including drafting communications from the Chair.
- Advising members of parliament, parliamentary committees and the Commission on legal matters.

### **Activities undertaken in 2010**

- Navigation of the process leading to the enactment of the New Constitution.
- Technical support in the processes following the enactment of the New Constitution.
- Support to our various clients on legal matters on diverse legal matters – drafting, advisory, corporate and litigation.
- Successful liaison with governmental, statutory and non-state bodies.
- Workshops and trainings for members and staff on the New Constitution.
- Successful attachments and hosting of attachments.
- Legal Aid Clinic for staff of the Parliamentary Service in conjunction with Kituo cha Sheria.

- Customer satisfaction survey conducted with good results (over 70% approval).
- Development of an organizational structure for the Office of Legal Counsel which was presented to the Consultant on human resource matters.
- Development of a Scheme of Service for the Office of Legal Counsel.
- Development of a pupillage policy and commencement of processing of pupils for 2011.
- Sensitization on the new Constitution: In collaboration with HR Development department and CPST, sensitized a total of 365 staff on the new Constitution.

(Note: OLC was voted the Best Department of the year 2010 for the second year running.)

### **Activities not achieved**

- Revision/ formal editing of the Constitution. (Abandoned).
- Drafting of Standing Orders for the National Assembly and the Senate (work has commenced and is ongoing).
- Drafting rules of engagement between the National Assembly and the Senate (to follow after drafting of the Standing Orders).
- Engagement of additional staff (to follow after the implementation of the new organizational structure).
- Establishment of a legal library/ resource centre.
- Development of a Speaker's circular on drafting instructions by private member's (abandoned).
- Linkages and coordination with the Research Department.
- Development of an outreach and peerage programme.

### **Challenges**

- Inadequate staff.
- Increased workload.
- Inadequate office space and equipment.
- Inadequate access to financial resources to undertake activities planned.
- Intra-organizational working dynamics.

## **6. DIRECTORATE OF FINANCE & ACCOUNTING SERVICES**

The Directorate of Finance and Accounting Services plays a pivotal role in ensuring internal prudent financial management is upheld within the National Assembly. The directorate maintains the financial system of parliament and ensures integrity, value for money in procurement and accurate financial reporting. It is the chief financial advisor to the Parliamentary Service Commission, the Accounting Officer, the Board of Management, the honourable Members and the staff. The directorate ensures that payment for supplies and services are made promptly and comply with relevant financial regulations, accounting standards, legislations and regulatory frameworks.

### **Mandate of the Directorate**

- Coordinates the preparation of the annual estimates of expenditures.
- Prepares periodic internal financial reports.
- Prepares the annual accounts for the National Assembly.
- Oversees all procurement for services and goods in the National Assembly.
- Manages furniture, equipment and stores for National Assembly.
- Manages contracts.
- Coordinates external travelling for honourable members and staff.
- Stores all goods purchased.
- Coordinates disposal of all goods.

The Directorate is composed of 4 departments:

- Finance,
- Accounting,
- Procurement, and
- Constituency Liaison Office.

## **6.1 FINANCE DEPARTMENT**

The department, in conjunction with other stakeholders prepares the annual financial estimates for Parliament and ensures compliance with financial regulations as stipulated by the Government Financial regulations and other statutory requirements.

### **Activities undertaken in 2010**

- Restructured the National Assembly Vote and created six new cost centres (Sub Heads) for decentralization.
- Prepared and finalized the revised budget FY 2009/10 which was approved at Kshs. 7.15 billion.
- Completed preparation and consolidation of KNA 2010/11 Estimates which Treasury approved at Kshs. 7.079 billion.
- A pre-budget workshop to consult with heads of department and sensitize them on their roles and mandate was held.
- Conducted a post budget workshop in July, 2010 to refresh AIE Holders on their authority and jurisdiction in the financial management process.
- Liaised with Treasury for funding in capacity building, through the Public Financial Management Reforms (PFMR) Programme (World Bank funded project).

## **6.2 ACCOUNTS DEPARTMENT**

The Accounts department is responsible for processing all expenditures and accounting for the money in accordance with existing Government Financial Regulations. It is the custodian of all accountable documents.

### **Activities undertaken in 2010**

- The G-Pay system electronic funds transfer (EFT) was effectively implemented.
- The imprest programme was initiated and was able to put in check any multiple issuing of imprests.
- Processed all payments for both internal and external clients.
- Prepared the 2009/2010 final accounts (appropriation accounts).

### **6.3 PROCUREMENT DEPARTMENT**

The Procurement Department undertakes all purchases and procurement of goods, services and works on behalf of the Parliamentary Service Commission. Functions of the department are well defined in the Public Procurement and Disposal Act, 2005.

#### **Activities undertaken in 2010**

- Facilitated prequalification of various contractors for refurbishment of the new chamber, suppliers for various goods and services.
- Several tenders were awarded which included staff consultancy services, Insurance cover for MPs, consultancy services for CPST master plan, pre-qualification for main contractor for proposed office block, etc.
- Purchases included official Speaker's residence, CPA conference supplies, etc.
- Routine procurement for major services and works were undertaken.
- Disposed of unserviceable items and obsolete goods.

### **6.4 CONSTITUENCY LIAISON OFFICE**

This department has the mandate of coordinating all the constituency officers including managing their expenses, through reimbursements.

#### **Activities achieved in 2010**

- Developed Financial Accounting guidelines for the Constituencies Office.
- Preparation and presentation to Commission a Paper on Leave allowance & Disposing off Constituency Assets (furniture).
- Construction of Constituency personnel files, data entry and cleaning.
- Constituencies have been trained on operation/management of constituency office. (Ndhiwa, Kilome, Bomachoge, South Mugirango, Starehe, Juja and Makadara).

#### **Activities not achieved in the directorate**

- A properly established office for External Resources co-ordination has not been achieved
- Formation of an effective planning unit.
- Work on imprest/mileage system not completed.
- Bank reconciliation is not up to date.

**Challenges to delivery of service by the Directorate**

- Low absorption rate especially in projects funds leading to surrender of voted provisions at financial year end.
- Weak internal financial management processes and procedures.
- The 2010/2011 budget was reduced by about 1.9 billion. This reduction affected several items and as such, certain operations and activities have been affected.
- Exchequer issues are now released on fully processed vouchers and this at times delays the payments as we have to accumulate payments before asking for an exchequer issue.
- Delays in issuance of payee (including merchants and suppliers) IFMIS pin numbers by the Treasury caused delays in processing payments.
- Staff promotions in the Directorate not adequately addressed.
- Insufficient knowledge in financial management by Constituency Office managers charged with the responsibility of Accounting for the Funds disbursed.
- The turnover of Constituency office staff is relatively high thus posing a problem to continuity of office operations (Office memory).
- Inadequate specifications of the items required for procurement, leading to delays.
- Inadequate office space.

## **7. DIRECTORATE OF ADMINISTRATIVE SERVICES**

The Directorate of Administrative Services is responsible for human resources management and development, office support, catering, and health/ fitness services.

The Directorate provides the following services:

- Advises on staffing and recruitment.
- Coordinates training and development of staff.
- Preparation of reports and proposals on compensation and benefits of staff.
- Management of the payroll for the Kenya National Assembly.
- Management of the Medical Scheme and the Pension Scheme.
- Office services including telephone, transport, registry, messengerial and cleaning.
- Catering services and health and fitness services.

The Directorate consists of the following departments:

- Human Resources Administration,
- Human Resource Development,
- Office Services,
- Catering, and
- Health Club.

### **7.1 HUMAN RESOURCES MANAGEMENT**

The mandate of the Human Resource Department is to provide strategic leadership and guidance on Human Resource Management to enable Parliament fulfil its mission.

The Department is charged with the preparation of agenda for the Staff Advisory Committee and presentation of cases in regard to promotions, appointment, re-designation, discipline, special duty allowance and acting appointments and thereafter implementation of the Parliamentary Service Commission resolutions.

#### **Activities achieved in 2010**

- Recruitment of additional staff was undertaken in 2010 to fill shortfalls in various departments. The staff recruited include: 41 Office attendants, 1 cook, and 8 Commission staff.
- Two Officers were seconded to the National Assembly from other jurisdictions to aid in areas that were experiencing inadequate technical expertise.

- Two other officers were re-designated to other positions where their expertise would be better utilized.
- Officers from various cadres were awarded promotions to higher scales on acquiring the required qualifications.
- A total of 27 officers were promoted in 2010. In addition, officers who successfully completed their one year probation period were confirmed in appointment and admitted to the permanent and pensionable establishment.
- The department, through its Pensions Section, facilitated the smooth transition for officers proceeding on retirement by organizing pre-retirement seminars and processing of their pension entitlement on attainment of the retirement age.
- The department also pursued issues of discipline which led to termination of service for one officer, interdiction of three officers and suspension of one officer.
- The department was tasked with the processing of emoluments for both Members of Parliament and staff.
- The department also undertook administration of welfare issues such as compilation and computation of pension entitlement for former Members of Parliament and payment of Ex-gratia claims for ten former Members of Parliament.
- Administration of medical cover for Members of Parliament and staff was also undertaken by department.
- The department being the custodian of all personnel data continuously updated the complement control date and carried out a skills audit for all Directorates.
- In 2010 the department was also involved in the development of draft policies in various areas. These included internship, medical and secondment policies. These drafts were forwarded to the commission for approval and adoption.

## **7.2 HUMAN RESOURCE DEVELOPMENT**

The Human Resource Development department is responsible for identification of training needs, preparation of training projections, general co-ordination of training activities, monitoring and evaluation of training programmes and performance management.

### **Activities undertaken in 2010**

During the year under review the following activities were undertaken:

- a) Training: Staff were given opportunities to improve their skills across a wide range of generalist and specialist areas such as; Risk management; Public relations and customer care; Report writing; Minute taking; Leadership and Team building; Specialist ICT training for Hansard reporters; Pre retirement training for officers above 55 years; integrity and corruption prevention and records management.
- b) Induction Courses: The department facilitated tailor-made in-house induction courses for newly recruited office attendants. 41 office attendants were trained.
- c) Training Needs Analysis: A training needs analysis was carried out to enable the department to identify gaps that can be addressed through training interventions.
- d) Performance Management: The department spear-headed the development of a Performance Appraisal tool and its operationalization.
- e) Centre for Parliamentary Studies & Training (CPST): Structures for the Centre for Parliamentary Studies and Training were developed and the Institute was operationalized with staff being deployed and training activities started.
- f) The Staff Training Committee: The department facilitated the operations of the Training Committee by preparing its agenda and minutes for the staff and presenting the resolutions of the Committee to the Board of Management. Implementation of the Board of Management resolutions on Training and Capacity Building issues was also done by the department.

### **7.3 CATERING DEPARTMENT**

The mandate of the Catering Department is to prepare and serve food and beverages to Members of Parliament, their guests and senior staff of the National Assembly. In addition, the department organizes and hosts in-house functions. To fulfill its role, the department operates a modestly equipped kitchen, a private and public restaurant with a seating capacity of 160 covers and one private and public bar/lounge with a seating capacity of 150 covers. In addition the department runs a fully equipped kitchen and restaurant on the 7<sup>th</sup> floor of Continental House plus catering for the Centre for Parliamentary Studies and Training's staff and various workshops run there.

#### **Activities Undertaken in 2010**

The following activities were undertaken during the period under review:

- **Equipment:** To enhance service delivery, the following equipment were bought or up-graded: - 4 plate warmers, Cold room control unit, Bar cold storage, machine, Crockery and Linen
- The vegetable store was refurbished
- **Directory:** A directory of Services was published and circulated to members. The directory enumerates the services available from the National Assembly Catering Services for information purposes.
- **Customer satisfaction survey:** - A customer satisfaction survey was carried out and the report was published. This aided the department to identify the areas that needed improvement.
- Coordinated refresher training of 12 staff at the Kenya Utalii College.
- **Services at CPST:** A full set of kitchen equipment was procured for CPST, Catering staff were deployed there and meals started being prepared from there.

#### **7.4 HEALTH CLUB**

The mandate of the Health Club is to offer health services and recreational activities to both Members of Parliament and staff. Other duties include team building, stress management, nutritional advice and disaster management.

Attendance to the Health club by both the members of staff and members of parliament increased considerably in 2010 due to the following factors:

- Creation of awareness of the benefits of fitness and exercise by the Members.
- Excellent interpersonal relationships between the health club staff and Members
- Excellent and improved services offered by the health club due to enhanced professionalism and team work.
- The peaceful and tranquil environment prevailing at the health club which is stress free, conducive for rest and meditation.
- The clean and hygienic environment of the club.
- The excellent nutritious and healthy refreshments available at the health club.

The staff at the Health Club undertake activities which are both physical and mental in nature. The club operates on a two shift basis from 6.00 am-10.00 pm and the relationship with the Members is that of Doctor/Client relationship.

#### **Activities undertaken in 2010**

During the period under review, the following activities were undertaken:

- a) Training and physical fitness: Members of Parliament and Senior Staff attended training sessions at the Health Club at one time or the other and received the following services: Health checks (blood sugar, cholesterol, body fat and blood pressure); fitness testing, assessment, programming and training; massage (various types); physiotherapy; manicure and pedicure; facials; nutritional advice; and sauna and steam baths.
- b) Accounts: The Health Club runs and manages a recurrent account which derives its resources from Members' contributions.
- c) Sports and recreation: The Department organized recreation and sporting activities for the both the Members of parliament and staff of the National Assembly. Bunge football and marathon teams took part in various local, regional and international activities.

- d) Disaster Management: In the management of safety of buildings, visitors, property and staff of the National Assembly, the department carried out the following activities;
- 150 members of staff were taken through a one week intensive training in fire marshalling.
  - 95% of staff were taken through a one day intensive training on fire safety and awareness.
  - All buildings in the National Assembly were fitted with basic firefighting equipment.
  - Service contracts for all basic firefighting equipment were renewed.
- e) Other activities
- Conducted team building and stress management activities for various departments throughout the year.

## **7.5 OFFICE SERVICES DEPARTMENT**

The mandate of the Office Services Department is to provide efficient and effective office services i.e. Registry, Transport, Telephone, cleaning and messengerial duties to members of Parliament and staff.

### **Activities undertaken in 2010**

#### **7.5.1 Transport Unit**

Procurement of additional vehicles for pool services and CPST was undertaken. These were Landover, Passat, Nissan Urvan (9 seater) and Toyota Avanza. Action on replacement of the Speaker's car was also initiated.

A proposal for establishment of a fully functional Transport department was developed and forwarded to the consultant undertaking restructuring of the PSC. The transport unit took charge of controlling the movements of all the National Assembly vehicles and also facilitated ground transport during the CPA conference held in September 2010.

Following a directive from the Treasury, the Transport unit identified all the non-compliant vehicles at the National Assembly and surrendered them to the PS Treasury.

### **7.5.2 Registry Unit**

The Registry unit carried out a review of the Records Management system and facilitated a sensitization workshop for all HODs on records management. This was done with the support of officers from the Kenya National Archives. The file indexing was also reviewed and a new filing system put in place.

The unit also appraised all records in the National Assembly and initiated action on the development of a draft Retention and disposal schedule for records which will guide in disposal of records as per regulations governing such exercises.

During the year under review the registry was relocated to the ground floor for controlled access and convenience and the unit was involved in processing of the mileage claims for members and custody of personal files for all members of Parliament and staff and other general correspondence files. The unit also received all incoming mail and dispatched the outgoing mail.

### **7.5.3 Telephone Exchange**

The telephone unit compiled and distributed a new internal telephone directory citing the physical location, telephone extension and email addresses for all members and staff. A new 'music on hold' incorporating current issues in the 10<sup>th</sup> Parliament was also developed and installed.

The unit was also involved in facilitating telephone and fax services to Members and staff, repairing faulty telephone lines, extensions and fax machines and processing of payments for general lines and direct lines.

The Telephone Exchange Unit also facilitated structured cabling and procurement of PABX for Centre for Parliamentary Studies and Training.

### **7.5.4 Cleaning & Messengerial Services**

In 2010 Office Attendants were transferred from the Serjeant-At-Arms Department to the Office Services Department and seven supervisors were appointed to oversee the

cleaning and messengerial services in all the buildings. New uniforms were supplied to all office attendants.

The job description for office attendants was reviewed and circulated to the staff in the cadre. A total of 41 new office attendants were inducted and deployed in various departments.

A checklist for carrying out cleanliness audits was developed and the questionnaires supplied to members of staff. The results of this analysis will aid the department in identifying areas that need improvement.

### **Challenges to service delivery by the Directorate**

- Slow processing of payments to service providers leading to withdrawal of credit facilities.
- Frequent breakdown of vehicles.
- High demand for Transport services and limited resources (both human and vehicles).
- Lack of professional training on records management by most registry staff.
- Slow and lengthy procurement process for goods and services.
- Inadequate office space.
- Inadequate structures and schemes of service for staff.
- Inappropriate location of the Health Club.
- Failure to constitute the Health Club Management committee.

## **8. DIRECTORATE OF INFORMATION AND RESEARCH SERVICES**

The Directorate of Information and Research Services is responsible for providing timely and well researched and repackaged information that is useful in legislative, oversight, and representative roles of parliament.

The directorate provides the following services:

- Provision of quality library and archival services;
- Provision of research services through re-active and pro-active information gathering, processing and analyses, technical support and advice as well as dissemination on various issues of interest;
- Formulation, interpretation and application of public relations, media and protocol policies, procedures, rules and regulations for proper management of a positive and appropriate public image of the institution of parliament;
- Provision of protocol services to both members of parliament, members of staff and other visitors;
- Information and communication technology support to all members of parliament and staff;
- Media relations and parliamentary broadcasting services; and
- Printing and publication services.

The directorate consists of the following departments:

- Library.
- Research Services.
- Information and Communication Technology.
- Public Relations.
- Media and Protocol Department.
- Printing Press Unit.

Below is a summary of activities undertaken in the departments in 2010:

## **8.1 LIBRARY DEPARTMENT**

The National Assembly Library was established in 1910. In 1954, when parliament building was opened at its present site, a room was set aside for the library and this has remained the library to date. Over the years, the library has expanded both in stock and size. Currently the library operates in the Main Building and County Hall. The library has a staff capacity of 13 officers spread evenly within the two buildings.

The core functions of the library department include:

- Selecting, purchasing, organizing and maintaining a quality collection.
- Offering access and enabling retrieval of material and information resources regardless of format or location.
- Packaging and repackaging of information for easy access by Members, that is; press cuttings, preparation of indexes, abstracts, and summaries.
- Providing online searches and retrieval to Members of Parliament.
- Providing reference service to library users.
- Providing reprographic services to the library users.
- Providing loaning services to library users.
- Sharing of resources and provision of Inter-library Services.

### **Activities undertaken during the year 2010**

- a) The library continued to offer the routine services of providing information to our clients, that is; responding to various other enquiries from our members; and updating other library materials as is necessary.
- b) The Library collated all election petitions since 1963, updating those that are taking place; prepared a brief on the 3<sup>rd</sup> parliament highlighting the major legislation that were enacted during the same period.
- c) Prepared summaries for all the departmental committee reports in terms of the dates when they were laid in the House, discussed, the outcomes, etc.
- d) Collated all press cuttings on various subjects as reported in the media, such as, free primary education, corruption scams- maize, oil, fertilizers.
- e) Put together all the legal documents that increased the constituencies in Kenya since independence.
- f) Updated the 10th Parliament's communication from the Chair.
- g) Indexed legal notices (2001-2005).

- h) Continued with library automation with the following services available online: Circulation services (user database created); online Public Access Catalogue (OPAC).
- i) In the reprographic services, the library acquired six new photocopiers to address the perennial problem of photocopying. These were distributed in all National Assembly buildings and the CPST. The copiers have scanning, printing and emailing facilities which have not been fully exploited in the past.
- j) Binding of documents: bound to stand on the shelves for ease of reference.
- k) Library Committee: The Department continued to provide clerking services to the Library Committee as directed by the Clerk. The committee has held several meetings and had two foreign travels for benchmarking. Reports from their two trips to Indonesia, Italy and Spain have been finalized.
- l) Staff Training: During the year, several members of staff in the library department undertook training in various aspects, attachments or attended conferences.
- m) Staff meetings: The library held regular staff meetings to review work programmes, assigned new responsibilities as needed and devised new strategies to meet client expectations.

**The following are the ongoing activities:**

- Online Processing of library materials.
- Preparations for brief biographies of former Speakers of the National Assembly.
- A brief on the 4<sup>th</sup> parliament (1979-1983) - background and the major legislations enacted.
- Indexing of legal notices 2006-2010 (Continuous).
- Press cutting of selected subjects (Continuous).

**Challenges to service delivery**

Working in a political environment presents several challenges and opportunities to the librarian in a parliamentary service. The following are some of the challenges the library department faced during the year 2010. Possible solutions have also been suggested.

- There was increase in demand for information during 2010 especially during the process of enacting the new constitution and more so as it is being implemented. The requests from Members of Parliament are many, complex, and sensitive in nature and require more professional skills for staff in order to handle them effectively and efficiently. We are anticipating that the work load will increase with the reintroduction of a senate.
- The department is experiencing serious shortage of professional staff. There is need for recruitment of more professional staff in the Library if we are to fully meet our obligations and even more so when the senate begins to function.

- Automation of the library is still facing challenges. There is urgent need for recruitment of a systems (ICT) librarian.
- The library space is very limited and this poses a challenge in information organization. With the Senate coming up, the problem will be compounded further. There is therefore need for construction of a library building that will cater for all the needs of all members.

## **8.2 RESEARCH DEPARTMENT**

Research is recognized as an essential function of any modern institution. Similarly, research capacity is a fundamental requirement if Parliament is to effectively perform its constitutional mandate and adequately tackle an ever expanding portfolio of roles in the country.

The Department of Research exists to provide Members and Parliamentary Committees and staff with non-partisan and objective analysis of information on a wide variety of topical issues of public concern that come to Parliament. Members of Parliament, in the execution of their mandate, need access to an independent, dedicated and specialized research service that offers comprehensive information and analyses on topical issues.

The range of research services offered links research work more closely to the legislative agenda of Parliament. The roles and functions of the department are as follows;

- To provide analytical information and facts to Parliamentarians with a view to restoring the proper balance between the Executive and the Legislature, that is, contribute towards enhancing the constitutional principle of Separation of Power;
- To enhance Parliamentarians core functions: Law making, oversight and representation, collectively and individually through provision of non-partisan and impartial professional advice, information, facts, legal interpretation, analyses and overall technical support (e.g. Bills and Sessional Papers) to Parliamentary Committees; the Offices of the Speaker and the Clerk of the National Assembly;
- To search, dig out and assemble information in the form of facts and data on, for example, procedures and operations of Parliaments; evolution, growth and contemporary aspects of Parliament; and Rulings of the Chair;
- To prepare information briefs, background and discussion papers for MPs, Presiding Officers and other Parliamentary Officials for conferences, workshops, study visits, orientations and training of MPs and staff;
- To develop fact sheets and analyses of various parliamentary aspects of the Kenya National Assembly; and
- To initiate anticipatory research on topical issues relevant to the work of the legislature when need arises.

### **Activities undertaken in 2010**

#### *(a) Conference/workshop support*

The Department is mainly the key provider of background, discussion and talking notes, including speeches for all Parliamentary delegations to conferences and workshops held within and outside the country such as IPU, CPA, the United Nations General Assembly, parliamentary hearings, among others.

In 2010, over 320 research briefs/documents were handled by researchers for delegations and committees. The task also included writing of conference and Parliamentary Committee reports including the Constitutional review process. In fact, the department researched and wrote 12 core research papers prepared for the Kenyan delegation to the 56th CPA plenary conference in Nairobi and other briefs and articles for the Special edition of the CPA journal “ Kenya: A Timeline of the Country’s Democratic Progress.”

#### *(b) Policy Analysis and Background Search papers.*

The Research Department is instrumental in carrying out background research and analysis on issues forming the content of Motions and Bills tabled on the floor of the House. Indeed, a number of researchers have on several occasions been called upon to provide technical support to parliamentary committees investigating key policy issues including education, roads, agriculture, environment and climate change; draft Kenyan foreign policy; biotechnology; among others. In 2010, the Department was involved in at least 120 key policy issues at various stages of formulation and development.

Similarly, the Department has worked fairly well with the Parliamentary Budget Office in carrying out budgetary analysis to assist Members of Parliament interrogate estimates from Treasury from an informed point of knowledge. In this regard, the two Departments, in the spirit of integrated research, were actively involved in Pre and Post Budget workshops for all MPs, and even jointly produced a Budget Digest, detailing some of the policy issues in the 2010-11 budget. In this regard the two departments finalized and published a *study mapping out Devolved Funds in Kenya and analysis of six country case studies of the operations of bicameral systems.*

#### *(c) Support to other Departments/staff.*

Researchers have been recognized for their hard work and dedication by, among others, being assigned tasks that go beyond their routine line of duty and responsibility. These include development and harmonization of schemes of services for all staff; staff advisory committees; publication of the Kenya Parliament Magazine. Researchers even

took an active role in educating members of the public to gain an insight and understanding of Parliament's operations and procedures more clearly during the first ever public service week in August 2008 at KICC.

*(d) Committees' technical support.*

All research officers are assigned to at least two Departmental committees. Similarly, at least three research officers are helping respectively in the Speaker's office, Clerking committee on agriculture and also the Budget office.

*(e) Parliamentary leadership and management support.*

The Department of Research also provides research, speech writing and analysis to the Offices of the Speaker, the Deputy Speaker, the Speaker's Panel and the Clerk of the National Assembly on various issues and other assigned tasks on a regular basis.

*(f) Serving other Government agencies.*

The Department in conjunction with the Legislative and Procedural Services and the Library has over the years been tasked with the responsibility of compiling pertinent parliamentary business performance indices e.g. number of Bills, Motions and Questions.

In 2010, the Department prepared four (4) draft speeches for consideration by the Office of the President for various international and national events with parliamentary linkages among them the opening of the 56<sup>th</sup> CPA conference at KICC in September 2010

*(g) Speeches*

The department has prepared over 80 different speeches for various key leaders among them the speaker, deputy speaker, PSC commissioners, Committee chairs and the Clerk among others

*(h) Bills digest*

The department carried out a bills analysis on at least ten private members bills

*(i) Motions and questions*

Officers in the department prepared notes and background information of at least 96 requests regarding Motions, Questions by members of parliament and committees

*(j) Department's structure and scheme of service.*

The Research Department proposed an organizational structure meant to take the Department to the next level as recommended by the Akiwumi tribunal and presented to the Human resources consultant reviewing PSC personnel issues. Among the key highlights is the structuring of research service into specialized subject Divisions. Similarly, the department has also prepared and presented a scheme of service to match the proposed structure in a new dispensation.

**Challenges to delivery of service**

- Inadequate staff capacity: There are only ten officers serving the entire KNA fraternity and as such the pressure of work is often overwhelming, leading to overworking of officers in a bid to meet the demand for services;
- Lack of synergy between departments when seeking research services;
- Promotion/stagnation: The officers in the Department have stagnated in one position since their appointment in 2003.
- Inadequate Training: Despite being on the job and carrying out the pertinent tasks assigned, the staff have not been adequately trained on relevant areas including policy analysis; speech writing.
- Office accommodation: Research officers are scattered across various buildings making it hard to coordinate and ensure effective staff management.

### **8.3 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)**

Information Communication Technology (ICT) Department provides ICT services for increased efficiency, reliability and accuracy in processing, storing and dissemination of information. The service from the department cuts across all the departments in Parliament.

#### **Core functions of the ICT Department**

- Providing information and Communication Technology that would effectively improve public participation and good governance.
- Positioning Information Technology as a decision making tool and strategic asset.
- Deploying technology to assist the administration in streamlining business processes and objectives.
- Adopting applicable Government ICT initiatives and industry best practices.
- Enabling legislative and oversight processes through innovative use of Information and Communication Technologies.
- Formulation of relevant ICT policies.
- Provision of all ICT related services to both Members of Parliament and staff.
- Monitoring daily operations of ICT usage in parliament.
- Ensuring continued relevant training of its staff in ICT related fields.
- Physical Security of computer hardware and related peripherals.
- Ensuring accountable and appropriate procurement, distribution, maintenance and disposal of ICT resources.
- Protecting the integrity of the National Assembly's computing facilities and its users against unauthorized access or improper use.

#### **Activities successfully implemented in 2010**

- User support services and infrastructure maintenance.
- Infrastructure Development and Maintenance.
- Upgrade of parliamentary training centre, in Continental House third floor.
- Upgraded ICT services of the Centre for Parliamentary Studies and Training (CPST).
- Effective update of the Parliamentary Website.

- Co-ordination and supervision of ICT related projects funded by development partners.
- Training and supporting users on the use of computers and other applications.
- Designing and drawing up of technical specifications for ICT resources.
- Building ICT Capacity for Members of Parliament and Staff.
- Upgrade ICT Infrastructure: Harambee Plaza, Protection House.
- Conduct ICT in- house training for MPs and Staff.
- Implementation of Parliamentary Information Management System (Bungeni).
- New systems: catering, automation of legal services, intranet; enterprise resource planning (ERP) system; electronic voting system.

### **Challenges to Service Delivery**

- Shortage of staff
- Limited office accommodation

## **8.4 PUBLIC RELATIONS DEPARTMENT**

The Public Relations Department was established in the year 2000. Its core mandate is derived from objective six of the Parliamentary Service Commission Strategic Plan 2008 to 2018 that seeks to improve the public image of Parliament.

The core functions of the department include:

- Formulation, interpretation and application of public relations, media and protocol policies, procedures, rules and regulations;
- Facilitate the publication of the newsletter for public consumption of National Assembly;
- Assembling and disseminating information on the procedures and operations of Parliament for Parliamentarians, the public and officers;
- Promote linkages between the National Assembly and external bodies on matters of National importance;
- Develop and manage Parliament's outreach programmes;

**Activities successfully implemented in 2010:**

- Education Outreach: Hosted 2,000 learning institutions, bringing in over 40,000 students and teachers from the institutions.
- Processed over 800 visas and 300 new passports during the period under review.
- Published a *Travel Guide to Guide Book* as a reference document that was circulated to Members and staff on visa and travel issues.
- Publications: Bunge Magazine; About Kenya National Assembly; Kenya National Assembly Frequently Asked Questions; Kenya National Assembly Service Charter; Kenya National Assembly History; Visa and Travel Guide.
- Expanded outreach programme through exhibition outside Nairobi and country-wide school outreach programme targeting at least 10 schools per province.
- Prepared Gallery for presentation of Resource to the Public.
- Updated existing publications.
- Enhanced corporate branding through roll-ups at strategic places.
- Trained contact staff on PR and Customer care.
- Gift Shop display window set up.
- Developed an elaborate Corporate Social Responsibility and Outreach Policy.

**Challenges to delivery of service**

- Shortage of technical staff.
- Limited office accommodation.

## **8.5 MEDIA RELATIONS AND BROADCASTING DEPARTMENT**

The Media Relations Department of the Kenya National Assembly acts as liaison between Parliament and the Media. The department's main objective is to ensure that correct messages about the institution are passed by the media to the public. The department also oversees the live broadcasting of parliamentary proceedings as a way of demystifying the working of the institution, as well as, advising the House Broadcasting Committee on media related issues.

### **Core functions**

- Acts as a liaison between Parliament and the Media.
- Overseeing the Live broadcast of Parliamentary Proceedings.
- Organizing Press Conferences for MPs and the Speaker.
- Writing press releases for the National Assembly.
- Advising the National Assembly on media related issues.
- Organizing training for journalists.
- Maintaining an indexed archive of broadcast content.

### **Activities successfully undertaken in 2010**

- Delivered Parliamentary broadcasts and recordings.
- Collated and analyzed media coverage of Parliament.
- Trained journalists.
- Advised the Speaker, Clerk and the HBC on media issues.
- Authored several articles and commentaries on Parliament.
- Organized 260 Press conferences for MPs for the last 11 months.
- Organized committee coverage in and outside the country.
- Produced CPA bulletin during the 56<sup>th</sup> CPA conference.
- Accredited journalists and ensured their orderly conduct.

### **Activities in progress**

- Coordination of the supply and installation of broadcast equipment.
- Preparation of journalists manual.
- Preparation of the PSC/ National Assembly Communication Strategy.

### **Challenges faced**

- **Lack** of staff to assist the Media Relations Office.
- No internal archiving equipment for PBU.

## **8.6 PRINTING PRESS UNIT**

The unit has the mandate of providing quality Printing Services to the Kenya National Assembly promptly and ensuring that secrecy is maintained on all confidential documents. It ensures all stationery needed for running of the Parliamentary Service Commission and the Kenya National Assembly offices such as letterheads, complimentary slips, business cards, payslips, and payment vouchers are supplied to the units requiring them.

### **Activities done in 2010**

- Printed stationery for all offices
- Co-ordinated production of documents for the CPA Conference
- Bound all Magazines, Newspapers, Kenya Gazette, Legal Notices and other documents for the Library

### **Challenges faced in service delivery**

- Shortage of qualified staff.
- Lack of office space.
- Lack of adequate functioning technical equipment.

## **9. PARLIAMENTARY BUDGET OFFICE**

The Parliamentary Budget Office (PBO) was created in May 2007 as a result of the need to enhance the oversight role of parliament by creating the necessary capacity for scrutiny of the national budget and the economy. The Office (PBO) is a non-partisan professional office of the Kenya National Assembly whose primary function is to provide timely and objective information and analyses concerning the National Budget and the economy.

The Budget Office mainly provides technical support to all legislators and relevant Committees of parliament, particularly budget oversight committees and departmental committees. The recently passed Fiscal Management Act, 2009, effectively establishes the Parliamentary Budget Office by statute for the carrying out of the mandates effectively for the benefit of Members of Parliament.

The mandates of the Parliamentary Budget Office are set out under Chapter 4 of the Fiscal Management Act, 2009. They can be summarized as follows:

- Provide service to the Budget committee, departmental committees and other financial select committees within their budgetary jurisdictions;
- Prepare reports on budgetary projections and economic forecasts and options to reduce the budget deficit;
- Prepare analytic studies of specific subjects such as financial risks posed by Government sponsored enterprises and financial policies;
- Sponsor such national and international forums as it may consider necessary;
- Study budget proposals and trends and where appropriate, suggest changes in the content or format of such proposals or trends;
- Propose, where necessary, alternative scenarios for various macro economic variables in respect of any financial year;
- Establish and foster such relationships with the Treasury and with other national and international organizations, with interest in budgetary and economic matters, as is necessary for the efficient and effective discharge of our mandate;
- Undertake, independently or in collaboration with any appropriate person or institution, any other study or activity likely to assist in carrying out the functions specified in this subsection.

### **Activities undertaken in 2010**

The activities of the Budget office in 2010 were based on the work plan which was informed by the strategic plan as well as the budget calendar and were as follows;

- Review and analysis of the implementation of the budget.
- Held various workshops for Budget and Finance committee on the budget performance (January- Mid Term Review).
- Ex-ante Budget Analysis:- This involved analysis and projections of key macro targets and led to the development of the first paper on Budget Options (gave the alternative Scenarios on the budget)
- Reviewed the Budget Policy Statement and shared findings with Budget Committee.
- Ex-post budget Analysis: Review, analysis and dissemination of the budget (Estimates of expenditures and revenues):- production of the MP's Budget Watch, Briefs for committees prepared.
- Research on Budget issues and other current issues: Analysis of the revenue potential for Kenya done and a document on unlocking the revenue potential for Kenya published and posted on the Bunge website
- Assessment of the parliament of Kenya index on oversight of the executive on financial matters; a report was produced and shared with members of money committees.
- Community score card done for six pilot constituencies namely Maragwa, Mosop, Karachuonyo, Nyakach, Manyatta, and Kieni.
- Mainstreaming gender analysis and enhancing legislative oversight. Initial workshop held in December.

### **Activities not fully achieved**

- Inadequate costing of bills and motions brought on the floor of the house mainly due to inadequate staffing in the department.
- Unable to get officers trained in specialized areas e.g. macro economic forecasting and advanced techniques in tax analysis.
- Not able to complete the full development of a robust macro-economic model for forecasting due to lack of resources.

### **Challenges to service Delivery**

- Office accommodation- staff stationed in different locations.
- Lack of staff: as much as the constitution has put parliament at the center stage on budget matters, there is slow progress to staffing the office to required levels.
- Lack of an operational Scheme of Service.
- Additional ad hoc activities.

## **10. THE CENTRE FOR PARLIAMENTARY STUDIES AND TRAINING**

The establishment of the Centre for Parliamentary Studies and Training (CPST) was resolved by the Parliamentary Service Commission on December 08, 2008, and on May 02, 2009, a Steering Committee was formed to explore and conceptualize its establishment and operation. The Steering Committee produced a Concept Paper which was subsequently formulated into a Commission Paper and adopted by the PARLSCOM.

### **Mandate**

The mandate of the CPST include:-

- The initiation and conduct of research studies, courses in a format appropriate for the exposition and enhancement of the knowledge, skills and experience of the Hon. Members, staff serving in Parliaments and other persons whose functions/work relate to and or interact with those of Parliament;
- To contribute to the effective and efficient transaction/execution of the role and function of Parliament in democratic governance;
- To prepare modules in collaboration with the Kenya National Assembly and with other National, Supranational Parliaments, and the centres /institutes carrying out similar mandate;
- To share information on its functions, role and experience with similar organizations.

### **Role and Functions**

The role and function of the CPST shall be to enhance the capacity of the Hon. Members, staff of Parliaments and others, by offering learning and training opportunities/courses through suitable modules.

### **Activities implemented in 2010**

The Activities Implemented, 2010, are grouped under the seven themes of the Work Plan of the CPST, 2010 – 2011.

**(a) Work Plan 2010 -2011:** This was completed and submitted on September 22, 2010

**(b) Institutional Capacity Development:** Seven local and one foreign study visits were undertaken- reports are available. One major pamphlet on the CPST was produced.

**(c) Curriculum Planning and Development:** A sub-committee on curriculum development comprising directorates/departments has been established to oversee the process.

**(d) Development of the Master plan for the CPST:** A firm was engaged by the Commission to undertake the design of the CPST Master Plan.

**(e) Workshops and Seminars:** The Centre facilitated eleven workshops and seminars held at the CPST premises, Karen.

**(f) Development of the Strategic Plan for the constituencies:** The Centre commenced preparation of strategic plans for constituencies as directed by the Commission.

#### **Challenges to delivery of service**

- Inadequacy and unavailability of suitable training facilities has been a challenge although appropriate provisions will be made in the Master Plan;

## **PART V: CHALLENGES AND RECOMMENDATIONS**

### **CHALLENGES**

Almost all directorates faced a number of challenges to delivery of services as follows:

- a) **Lack of clear organizational structure and schemes of service:** A number of departments do not have an operating scheme of service and in some cases this has led to stagnation of staff on one job scale for more than the required serving minimum of three years.
- b) **Shortage of staff:** Almost all departments indicated that they were unable to perform successfully some of the activities due to lack of staff. The Commission did do some recruitment in the year but technical departments in particular continued to face a challenge on inadequate staffing.
- c) **Inadequate office space and equipment:** This was a challenge due to increased number of staff in recent years without a similar increase in availability of office space. This is despite the Commission having rented additional office space in Harambee Cooperative Plaza.
- d) **Procurement delays for goods and services:** The lengthy process and delays in processing procurement requests had a negative impact in delivery of services in the year.
- e) **Training programmes to officers for efficient service delivery:** The budgetary allocations have posed a major challenge for ensuring there is equitable distribution of training opportunities.
- f) **Increased workload:** departments have been affected by the activities leading to the promulgation of the new Constitution and the activities for implementation of the Constitution and this had some impact on planned activities.
- g) **Stagnation and promotions:** Across departments, there are staff that have stagnated in certain posts for a number of years some at least seven years. This leads to low morale among staff and less productivity.

## **RECOMMENDATIONS**

Following the above challenges, below are recommendations for action:

- a) **Re-engineering the structure of parliament through staff re-deployment:** There could be staff who could perform better in some other departments than the one they are currently serving in. It would therefore be important to identify where vacancies exist and request for internal filling. This will allow staff to move across department at least on promotional basis.
- b) **Additional staffing:** As soon as the consultancy on schemes of service and job evaluation is completed there will be need to address staff shortfalls in some of the departments.
- c) **Training:** Structured training, attachments, workshops and seminars should be organized to advance staff competencies needed to realize full implementation of the PSC Strategic Plan.
- d) **Procurement plans:** There is need for procurement plans to be developed, approved and adhered to so as to deal with procurement issues.
- e) **Allocation of funds:** There is need for further disaggregation of the vote for the National Assembly.
- f) **Protection House acquisition and partitioning:** It is important to fast track the full acquisition and takeover of Protection House and embracing the open office style to ease the office shortfall currently being experienced.
- g) **Office block:** Construction of the office block should be hastened as space requirements will increase in the future.
- h) **Senate staffing:** The process of establishing the Secretariat for the Senate and the expanded National Assembly needs to be initiated.

## **PART VI: CONCLUSION**

The Parliamentary Service Commission will continue to strengthen all the Directorates in the discharge of its mandate, guided by its mission statement, which is: **To facilitate Members of Parliament to efficiently and effectively fulfill the constitutional function in a representative system of government by holding and ensuring the autonomous status of Parliament in its corporate relationship with the other arms of Government.**

## **PART IV: SPECIAL PROJECT: THE 56th CPA CONFERENCE**

The Commonwealth Parliamentary Association (CPA) Kenya Branch hosted the 56<sup>th</sup> Commonwealth Parliamentary Conference (CPC) from 10<sup>th</sup> to 19<sup>th</sup> September, 2010 in Nairobi, Kenya. The conference brought together about 900 Members of Parliament and Parliamentary Officers from 173 Parliaments and States Legislatures of the Commonwealth. The theme of the Conference was ***“Parliament and Development in the 21st Century: Thus Far and Beyond”***

As expressed by His Excellency Hon. Mwai Kibaki, CGH, MP, President and Commander-in-Chief of the Kenya Defence Forces while officially opening the 56<sup>th</sup> CPC on 14<sup>th</sup> September, 2010, the Conference took place at a momentous time in the history of Kenya. The President in his keynote address to the delegates noted, thus,

*“We are fresh in the Second Republic following the promulgation of our new Constitution on 27th August. The choice of Kenya as the venue of the meeting underlines the confidence you have in our new Kenya...”*

The official opening was preceded by the CPA Small Branches and Commonwealth Women Parliamentarians Conferences held on 11<sup>th</sup> - 12<sup>th</sup> September 2010 and 13<sup>th</sup> September 2010 respectively.

The 56<sup>th</sup> CPA Conference presented the participants with an unparalleled opportunity to get together, learn from each other's experiences, parliaments and processes and share amongst themselves on topical issues ranging from mitigating electoral violence, climate change and energy, status of women, migrant workers to peace and security.

The success of the Conference is attributed to the co-ordination and detailed preparations by the National Organizing Committee comprising of Members of Parliament and chaired by the Hon. David Musila, M.G.H., M.P., Assistant Minister for Defence, and the Inter- Ministerial Committee comprising of officers from the relevant ministries, government departments/ agencies and parliamentary officers and chaired by the Clerk of the National Assembly, Mr. Patrick Gichohi, CBS.

The Speaker of the Kenya National Assembly and also the outgoing CPA President Conference played a key advisory role in steering the Conference. The Conference witnessed the election of Rt. Hon. John Bercow, MP, the Speaker of House of Commons (United Kingdom) as the new CPA President.

The Conference saw the election of the Hon. Alix Boyd-Knights, Speaker of the Parliament of Dominica as the Commonwealth Women Parliamentarians Chairperson

and the re-appointment of the Secretary General, Dr. William F. Shija for another term of four years in office. The conference also saw the admission of Rwanda into the association of the Commonwealth Parliaments.

The Host Branch mounted an elaborate airport reception plan and protocol-related matters for all the Conference participants during the Conference.

The Conference participants were provided with ground transport to and from hotels, conference venues, airport, official functions/receptions, Excursion Tours (air and ground), Spouses Programmes' tours and to and from any other official function related to the Conference.

The Conference participants were accommodated in five- star hotels within Nairobi. In line with the CPA traditions, delegates were treated to overnight excursion tours outside Nairobi City where delegates had an opportunity to experience Kenya's rich natural heritage and sample her scenic beauty with a visit to Mombasa, Mt. Kenya Region, Lake Naivasha and Lake Nakuru, Ol Karia geothermal Plant and Maasai Mara game Reserve. They were hosted to a number of receptions and luncheons by various leaders of the Host Branch with the climax being a Farewell Dinner at the Bomas of Kenya on the last day of the Conference.

The Host Branch managed to create a lot of publicity about the Conference through the media by way of paid-up ads as well as press releases, breakfast meetings with Commonwealth Heads of Missions accredited to Kenya and with the fourth-estate.

The Conference was a resounding success as echoed by the Rt. Hon. John Bercow, MP and Speaker of the British House of Commons and current President of the CPA:

*"... I understand that CPA Plenary Conference 2010 has gone exceptionally well and I congratulate the Parliament of Kenya for arranging and running a very good conference. On behalf of all the delegates and accompanying persons, thank you for your warm hospitality and for the very smooth administrative arrangements...."*

The next CPA Conference that coincides with the CPA Centennial celebrations will be held in the United Kingdom in July 2011.



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