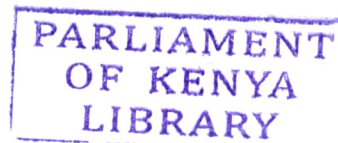


Library

KENYA NATIONAL ASSEMBLY

REPORT ON THE



INDUCTION COURSE FOR

**PARLIAMENTARY STAFF
HELD AT
KENYA INSTITUTE OF EDUCATION**

AUGUST 22ND TO 26TH 2005.

**PARLIAMENT BUILDINGS
NAIROBI**

AUGUST 2005

SUBJECT

- 1. FOREWARD**
- 2. PUBLIC SERVICE**
- 3. ORIGINS OF PARLIAMENT AND POLITICAL PARTIES**
- 4. PARLIAMENTARY SERVICE COMMISSION**
- 5. THE SERJEANT-AT-ARMS DEPARTMENT**
- 6. FINANCE DEPARTMENT**
- 7. PROCUREMENT AND SUPPLIES DEPARTMENT**
- 8. HANSARD DEPARTMENT**
- 9. INFORMATION TECHNOLOGY DEPARTMENT**
- 10. LIBRARY DEPARTMENT**
- 11. LEGISLATION**
- 12. MEDIA AND PARLIAMENT**
- 13. CHANGE MANAGEMENT AND STAFF WELFARE**
- 14. PUBLIC ETHICS AND WAR AGAINST GRAFT**
- 15. COURSE BENEFIT ANALYSIS.**
- 16. SUMMARY.**

APPENDIX.

LIST OF RESORCE PERSONS.	PSC SENIOR STAFF
SPONSORS.	PALSCOM AND AWEPA
LIST OF PATTICIPANTS.	PSC NEW STAFF

FOREWARD

I was bestowed by my colleagues the task of preparing a final brief on the workshop **"INDUCTION COURSE FOR PARLIAMENTARY OFFICERS 22ND – 26TH AUGUST.**

I have endeavored through this report to highlight the scope of training, covering all topics of induction. I have also addressed issues raised in the speech of the Vice-Chairman of the Parliamentary Service Commission and the learning experience that this workshop has taken us through.

I shall at the onset, want to assure the Parliamentary Service Commission and the Clerk of the National Assembly in particular, that this report is the true perspective of the interactive dialogue and lessons that we shared with our **Resource Persons** and **Colleagues**. This report should not in any way be seen as a critique of the **PSC** or its structures of administration but a positive learning experience where pertinent issues relating to work were raised and deliberated extensively.

We discussed challenges and opportunities. All participants were able to freely and openly share some of the very challenging moments in the discharge of their duties and how they handle them.

This report reflects some of the very delicate yet inevitable on the job work hazards arising out of interaction with family members and constituents of the Hon. Members.

This training has clearly underscored and left no doubt in the minds of all staff that we are, first and foremost **Servants** of the **Public**. Members of Parliament represent 32 million Kenyans, so ours must be the role of service, with tolerance, patience and humility.

We now have a clear understanding of all departments of Parliament, their functions, processes and our roles and how all these need to be integrated so as to reflect good work ethic and provide the very important human resource output.

Parliament is the legislative arm of Government, it makes laws, ensures that people enjoy their constitutional rights and keeps watch over the Executive. It is the people's Watch Dog. It articulates this role through various Committees (**PAC, PIC, PSC HBC**) and Commissions that are set up to investigate, adjudicate and recommend action to the Judiciary , the Executive and other law enforcing agencies.

This workshop has addressed one key objectives of the Strategic Plan of 2000 – 2012 of **Staff Training**. Ensuring that they are appropriately equipped with the requisite skills and knowledge service to their principle clients: - **THE PEOPLE OF KENYA AND HONOURABLE MEMBERS.**

The issues of discipline, public relations and commitment to duty were clearly underscored. **PSC** is the vehicle, staff, are the bolts and nuts that keep it together, our service delivery is the lubricant that oils this vehicle hence we must carryout this role with zeal and with a very positive attitude to guarantee its smooth running. Effective legislative work is determinant on the positive, informative and exploratory role that staff plays in supporting the activities of the August House.

In conclusion, we can summarise this workshop as a learning process that staff have been walked through; it has taught them who they are, what they must do, how to do it, in what spirit, within what time frame and parameters:

WITH;

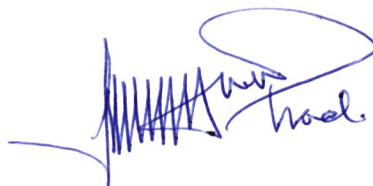
- **Diligence**
- **Dedication**
- **Humility**
- **Purpose**

Ours is to serve and to seek to develop skills that will enable us to do so with exemplarily commitment and passion at all time.

I have compiled this report drawing ideas from all my colleagues and lessons from the Resource persons. This report also reflects some of my personal views based on my active participation and from my understanding of the various topics presented.

I most sincerely thank the **PSC** through its Vice-Chairman who also championed its creation, the Clerk of the National Assembly, Resource Persons and **AWEPA** for sponsoring this workshop thus creating a unique learning opportunity.

I appeal on behalf of my colleagues for many more training forums for all staff of **PSC** to further enhance our skills and build capacity. I hope you will find this report a useful resource document and some of our experiences useful input in creating a conducive, competitive working environment facilitating growth and excellence .We would like our parliament to be rated amongst the best in the world in its processes and people.



FANUEL MUDII ARADI
PERSONAL ASSISTANT
TO THE LEADER OF GOVERNMENT BUSINESS.

TOPICS AND SCOPE OF LEARNING.

PUBLIC SERVICE

We were taken through what public service is as a comparison to the civil service of private sector employment. We serve Members of Parliament and Members of the Public thus we are **Public Servants**.

Our mandate therefore is to provide support services to these key clients and to ensure that we create an enabling environment for Members of Parliament to carry out their responsibility of formulating laws, bills, bringing motions to the house and carrying out their constituency development agenda and upholding the constitution.

The Origin of our Parliament

- The history of creation of Parliament was traced back to 1907. We walked through the history of the Colonial Parliaments.
- The nomination of Eliud Mathu in 1944 rising to two members in 1948.
- The appointment of the first Minister in 1954 Apollo Ohanga.
- The history of political parties from 1920s, through the emergency period 1952 – 1960 when the constitutional talks were held in Lancaster house in London.

We walked through the:-

- 1963 – 1978 Kenyatta Era.
- 1978 – 1982 Moi Era
- 1988 – 1991 Moi Single Party Era
- 1992 – 2002 – Moi Multi Party Era.
- 2002 – 2005 NARC Era

The journey through the general elections was deliberated and how Parliament has evolved in terms of growth of the National Assembly members and expanded cabinet.

The entry of Grace Onyango as the first lady Member of Parliament in 1969 followed by 3 in 1974 during which era Dr. Julia Ojiambo was elected first lady Assistant Minister. Today there are 18 lady Members of Parliament. 12 elected and 6 nominated members. This shows the continued growth and evolution of our Parliament.

THE PARLIAMENTARY SERVICE COMMISSION

The **PSC** was established by an Act of Parliament in November 1999.

The **PSC** was given autonomy to manage, administer and formulate relevant policy and institutional guidelines.

The commission consists of 10 members, chaired by the Speaker of the National Assembly, Leader of Government Business, Leader of the Official Opposition or members deputize them. 7 back benchers 4 from the ruling party or parties and 3 from the opposition. The Clerk is the Secretary to the Commission.

The Commission sets legislative calendar of events and constitutes and abolishes offices, recruits, appoints, deploys, disciplines and sets terms and conditions for staff, facilitates, service provision, prepare budgets and supervises administration, reviews members remuneration and promotes ideals of democracy.

The role of staff in this institution is vital in the month effective and efficient delivery of legislative work and in support of the Honourable members and their constituents.

SERJEANT-AT-ARMS DEPARTMENT

This department is the custodian of the **MACE** the symbol of the **Supremacy** of Parliament.

This department plays the role of leading of ceremonial processions of the Speaker and President, providing security for the National Assembly, ensuring cleanliness and decorum within the precincts of Parliament.

The first contact people as you enter Parliament are the staff of this department. The image of this institution is reflected by the conduct of these officers.

The training program clearly brought this to light, officers of this department were asked to clearly understand that the role of providing security had to be exercised with humility sobriety and fairness. Their public relations skills have to be effectively utilized in order that the House is a friendly place since it is a public institution charged with upholding the Constitution of Kenya and legislating.

Staff were advised not to take the role of intermediaries of Members of Parliament by facilitating constituents into Member's offices or the main building without the Hon. Member's indulgence or request.

FINANCE DEPARTMENT

Our training shed light on the importance of this department in financial, planning, resource budgeting, allocation and appropriation of funds in supporting the financing needs of the **PSC**.

Books of accounts are maintained in accounts department audited through the audit department, payments dispersed through the cash office. Budgeting is the key component of Finance Department because it correlates, collates and rationalizes all financial resources and keeps track of all assets of the National Assembly.

PROCUREMENT AND SUPPLIES DEPARTMENT

This department as we learnt procures goods and services and supplies them to the user departments through requisition and other relevant documents. They have the enormous task of delivery of goods and services at the right time in the right quantity, quality and price. They service the consumer needs of parliament.

This department therefore has to be well acquainted with trends in the market place, changes in products and technology for it to be efficient, a task it continues to endeavor to achieve.

HANSARD DEPARTMENT

This keeps record of all proceeding of the house during debate. It also keeps historical information of past parliamentary debate on audio and written script. All statements made by members are recorded verbatim with changes only in grammar but maintaining the exact meaning in context of the Member's contribution.

We hope that the proceedings of parliament will in the near future be covered live air or at least through closed circuit cameras as a step towards modernization.

INFORMATION TECHNOLOGY DEPARTMENT

Information technology is driving growth, change innovation at such alarming speed that this department must put our parliament amongst the other on parliament already accessible via the internet.

All countries are developing towards E-governance. How competitively or efficiently that comes out for our Parliament shall be determined by the innovativeness and speed at which the drivers of IT growth work. We however learnt that Parliament has three websites through which we can access all information we need to know. www.parliament.go.ke www.bunge.go.ke www.kna.go.ke

It is clear now that all staff would have to be computer literate so as to be competitive and compliant. Initiatives in training have been put on the road already. Its up to the staff to make every effort to empower themselves in this field of information technology in a much shorter time frame than they are at the moment or they may become technologically obsolete and redundant. This is a challenge we must take up or be overtaken by time.

LIBRARY DEPARTMENT

This is a key source of information, a fountain of knowledge, a resource centre for scholars, researchers and current and past Members of the House plus senior officers of Parliament have access to it for research and learning.

All bills, motions, commission reports etc can be found there.

The library also has affiliate libraries that they exchange on loan, books, journals, magazines and other literature.

Borrowing of books is restricted to sitting Members and Senior Officers of Parliament.

The process of legislation relies a great deal on the Library as its resource centre.

It currently acts as a cyber café for email internet access with six surfing points. This needs expansion.

LEGISLATIONS

The most fundamental purpose of Parliament is legislation. Formulating Government Bills, Private Members' Bills, Private Bills, Statutory Instruments are all core functions of the House. Legislation is a lengthy process, it involves Ministers, Members of Parliament and Members of the public, staff and other interested parties e.g. NGOs, Private Sector, Stakeholders and virtually unlimited scope and reach.

Bills are put thro ;

- (i) First Reading
- (ii) Second Reading (Committee Stage) – Open to debate all Members can contribute on allocated time.
- (iii) Report Stage – It is taken to the Departmental Committee where amendments are made and clauses discussed.
- (iv) Third reading – Final debate and final vote.
- (v) The Attorney General passes it to the President for Assent and it becomes an Act of Parliament.
- (vi) The Act is published on the official Kenya Gazette and becomes law.

MEDIA AND PARLIAMENT

The role of media cannot be over-emphasized in the legislative process. All activities of the House are brought to public light through the media, both electronic and print media, audio and visual. For this reason its referred to as the 4th Estate (Judiciary, Legislature, Executive and Media).

It works with all three of the other institutions, either for them, with them or against them striking a very delicate and sometimes an explosive balance. In today's world it also acts as the people watch dog. It preys on all the activities of government; it spies on meetings, patches up bits and pieces to deliver sensational and sometimes alarming reports.

The media stretches all tentacles to many places, sometimes doing positive reporting at times creating chaos by profiling high tension and delicate situations some of them leading to life threatening conflicts and humanitarian calamities.

The media and legislature have a strange similarity, which can make or break society. Do or undo Governments, create or destroy society.

CHANGE MANAGEMENT AND STAFF WELFARE.

WE dealt with this key subject of the Change Management the process. Our working environment continues to change at speed that demands that all staff are up to the challenge. The number of Honorable Members has grown and continues to grow as we pursue democratic growth and space and so does the challenge of serving.

Staff must develop skills in diplomacy, public relations and flexibility in service . We must be able to think out of the box, be non partisan and impartial in service delivery. Our role as research fellows has become very vital to the quality of the work out put especially there contribution to debates and supporting of private motions and bills.

Growth in the size of staff has recently grown from 199 to 440 at present to an anticipated figure of 496 by 2012. Professionally trained staff are now being hired e.g Lawyers, IT specialists Researchers and other vast skills dependant on the institutional needs.

A new organizational structure is being developed that should streamline and rationalize our job descriptions. Training policy is being continually developed to meet the needs and expectations of the institution, only the highly competitive staff shall be retained.

PUBLIC ETHICS AND FIGHT AGAINST CORRUPTION

The Public Officers ethics Act was enacted in the year 2003; this is a very important legislative instrument to public servants because it deals with the does and don'ts in service delivery as defined in the legal terms.

It states that loyalty is paramount, honesty, equality, integrity, respect for the rule of law, national heritage, protection, preservation of information and up holding preserving the integrity of our country is part of the ethics we must observe.

The role of the National Assembly Powers and Privileges was clearly explained in relation to its responsibility over President Speaker, Attorney General, Electoral, Teachers and Public Service Commission and the Auditor General.

This Act clearly stipulates our code of conduct , it also requires us to declare our income, assets and liabilities. Declaration must be made within 30 days after joining the service and on leaving the service. The PSC is mandated to enforce this requirement. An attempt to resist this Act is punishable and one is liable to a fine not exceeding 5 million, a 5 year jail term or both.

The fight against corruption is being spearheaded by the Kenya Anti corruption Authority, the war is on going, a few public officers have cases going on in court having been dismissed due to corruption. We were all advised to steer clear off graft as the strong arm would catch up with those who indulge in this vice and that they would face the full force of the law.

The key areas I have tackled formed our training guide topics in the five days we were at Kenya Institute of Education and can be crystallized as follows

Wrap up :-

Our learning process has brought out new understanding of PSC and how we should relate to it.

We formed break-up groups to come up with a **Course Benefit Analysis** in the format below. This will summarize our learning experience and highlight some of our challenges, ideas and opportunities as seen by the participants.

BREAK UP GROUP REPORT STRUCTURE

- What have you learnt?
- What have been the benefits of the workshop?
- What are the challenges at your work place?
- What changes do you desire and why?
- What are the opportunities you can now harness?
- Where do you see yourself five years down the road?

Key points highlighted:

- . What have you learnt and what are the benefits?

- ✓ We have clear understanding of the role of the Public Servant.
- ✓ In depth understanding of the importance of our role as staff as part of the source providing organ of public service.
- ✓ The role of staff in execution of service and support of the work of our client principal the Hon. Members of Parliament and the Members of Public is crucial in ensuring effective leadership, reinforcing the productivity of the client through administrative support. Providing secretarial, research and management support.
- ✓ We now understand the role of Parliamentary Service Commission.
- ✓ Our understanding that the **PSC** is the institution umbrella body for staff and Hon. Members.
- ✓ We now have a clear understanding about our mandate, role, responsibilities and processes governing this institution.
- ✓ The role of the legislature and its watchdog role over the Executive and Judiciary.
- ✓ The preservation of rights, liberties and upholding of the constitution is now clear and appreciated in the context of Parliament's mandate and the responsibility the people vest in their elected leaders.
- ✓ We now know the length and breadth of the **PSC** and all its departments, what roles they play in our daily operations.
- ✓ We learnt with zeal and passion that without our committed, efficient and effective participation in the process of Parliament, we would be failing in our public source and our most fundamental responsibility to this institution.
- ✓ We appreciated that our public relations skills, disposition and style would, either up hold the integrity of the Kenya National Assembly or leave an everlasting scar in the minds and hearts of the public who we are supposed to serve.
- ✓ Heads of Department are no longer the unreachable, untouchables but came out as friendly, fair and reasonable colleagues whose only difference with us was that they are Captains of departmental teams.
- ✓ We learnt about opportunities to train and build capacity through **PSC** and self sponsorship in colleges and other institutions of higher learning.

- ✓ Our learning process has created enormous challenge and also awakened us to the benefits that lie beneath us created by the human resource capacity building opportunities, health and medical schemes, mortgage, car loan schemes etc.

WHAT ARE THE CHALLENGES AT OUR WORK PLACES.

- ✓ We have unclear job descriptions and reporting channels in some departments.
- ✓ Information flow not consistent or sufficient. Heads of Department have on some occasions not effectively communicated opportunities of growth or training or even job openings within our own establishment.
- ✓ It is not clear how many vacant jobs are within the **PSC** which can be taken up through internal deployment or re-deployment without advertising for the same.
- ✓ The Sergeant-At-Arms Department needs reorganization so that the background training is considered as they are given responsibility and job description. The interaction between former uniformed officers and NYS trainees relative to their past training and skills must promote harmony with principles of authority and training being considered, recognition of their experience must be taken into context so that the relationship promotes up holding the values of merit and training.
- ✓ Pressure from constituents, family members and spouses of Members of Parliament sometimes causing fear and job insecurity. Staff have been threatened with dire consequences while carrying out normal duty and while enforcing the rules and regulations of **PSC**.
- ✓ Unclear career growth paths. Favoritism, sexism, nepotism and bias while allocating duty or assigning staff to participate in parliamentary events that require support staff where no specialized or unique scales are demanded. Some members have been known to be attached to two or three assignments at the same time for no justifiable reason other than to benefit from the allowances accrued making this very demoralizing to their colleagues.
- ✓ Some staff work beyond normal working hours and are entitled to overtime. This allowance has however not been paid appropriately, adequately or on time lowering staff moral.
- ✓ Staff in the Catering department raised issues about Interns who served beyond the statutory 6 months for no known reason a situation that raised concern.
- ✓ The issue of staff being harassed by some Hon. Members was also raised but we were relieved that the issue had been put to the notice of the Speaker who had consequently taken corrective action.

- ✓ The need for H O D's to delegate some of their duties to reduce the burden that seems to bear so much on them causing them unnecessary pressure that ends up negatively impacting on their performance.
- ✓ Junior staff requested that their house allowance so that they are able to benefit from the mortgage scheme more effectively.

WHAT OPPORTUNITIES EXIST AND HOW CAN THEY BE HARNESSSED.

- ✓ Training opportunities are now clearly defined and we are aware that they are available and the procedure through which we can access the same.
- ✓ The medical, car loan and mortgage schemes are now very clear.
- ✓ The open door, open minded attitude that was manifested by H O Ds is a great relief to junior officers and we can now freely walk and talk to them. This has created a more positive atmosphere at our workplace.
- ✓ Our understanding of the different roles of Deputy Clerks and other H O Ds in the administrative structures has enabled us to know where to take our enquiries.
- ✓ We now know that there is a 50% rebate on training at recognized institutions of learning.

OUR VISION 5 YEARS DOWN THE ROAD.

- Build capacity through training, endeavor to earn merited promotion and aspire to be a leader.
- Set targets for yourself with performance measures and deliverables, short term, medium and long term.
- Carry out self evaluation and set clear benchmarks. Set team targets.
- Set an investment target and measure it with that of a colleague against the same performance indicators.
- Aiming high and continuously assessing ones self should be a culture not just a goal.

SUMMARY

A wide divide still exists between the new staff and the old guards. There is need for us to create more interactive sessions where at least 50% of staff intern for at least seven days in other departments, to learn and understand what their colleagues do so as to understand each others role and how to compliment each other.

The training programs and job opportunities arising out of natural attrition or death of a colleague should be advertised internally so that we have the privilege and opportunity to apply, thereafter if the same cannot be taken up competitively within the establishment it can be out sourced.

We noted that Procurement Department bought goods that some users felt were of inferior quality. The certification by Kenya Bureau of Standards should not be the only parameter for quality acceptability.

Today's procurement world must realize that different quality standards apply globally. Complaints on quality should be addressed and alternatives sort since there is a wide product range in our markets today.

We have Europeans Standards, Chinese Standards, American Standards, information is available on quality on the internet an with procurement agencies. Equipment lease hiring is becoming a new way of procuring goods and services. This concept should be explored, it is said to have strong value because of the ease of technological and product up grade with minimal cost variation.

Example of some Companies leasing-hiring goods and out-sourcing services include Kenya Airways, Magadi Soda, Bamburi Cement Ltd., Stanbic Bank Barclays Bank. It would be prudent that our colleagues in procurement and supplies enquire about the successes of this kind of ventures. This may create huge savings that could be re allocated to capacity building especially training.

Access to an in-house Cyber Café, the establishment of E-library and consideration for creating research center for middle and junior staff would go a long way in creating a center where learning via the internet is possible.

Reference was made to the Parliamentary Service Act Section on the Benefits Scheme Section 11. This is not in conformity with our pension contributory scheme and needs legal interpretation and amendment.

All issues related to staff welfare especially indiscipline, graft and drunkard ness should be treated firmly and fairly so that those involved can be asked to reform or leave the service since there are very many qualified young skilled Kenyans who can serve in this very privileged institution.

I would like to conclude this report by appealing to my colleagues to understand that good conduct self grooming, in dress and style are aspects of our personality that we

must uphold, cherish and strive to manifest in our work culture. We are serving a very unique client whose demands are so special and sometimes personalized. We are duty bound to meet this challenge and perform beyond normal call of duty; ours is business unusual.

I hope this report has extensively covered our week-long workshop and reflects the lessons, challenges and aspirations of my colleagues and has also helped staff understand their role and responsibility to the **PSC**.

I do humbly submit this report for your perusal. I am optimistic you shall find useful extracts and accept our sentiments as a true record and honest reflection of our position in this institution.

RESOURCE PERSONS:

Hon. Oloo Aringo, M.P. Vice Chairman PSC

Mr. P. C Omollo – Deputy Clerk (Administration and Finance)

Mr.P. G Gichohi – Deputy Clerk (Legislative and Procedural)

Mr G. O Okola – Senior Principal Personnel Officer

Mr. J. M Machanje – Hansard Editor

Ms. Catherine Mwambua – Principal Clerk Assistant

Mr. G. T. – Head of PSC Secretariat

Mr. W. M. Makate – Senior Supplies Officer

Major. (RTD) Waithaka – Chief Sereant-AT-Arms

Mrs. E . Kamau – Senior Librarian

Mr. H. Owino - Systems Analyst (I T)

Mr. S. O. Obudo – Senior Accountant

Mrs. I. Muraguri – Chief Officer

Mr. R. M Sialai – Senior Clerk Assistant

1. Mr. Mudii Aradi
2. Mr. Abdi N. Mohamud
3. Lucy Mwaniki
4. Eulick Ogolo
5. Maureen Akinyi
6. Joshua Lenambeti
7. Calleb Machelei
8. Mungai Kamau
9. Nelly Rotich
10. Rahma A. Hassan
11. Angela W. Macharia
12. Alice Nzomo
13. Onemus Ndugu
14. Eric Miriti
15. Onesmus Kamau
16. Jmaes Oloo
17. Catherine M. Maina
18. Jane Chavera
19. Joel Nassiuma
20. Charles A. Oyaro
21. Leonard O. Nyarerie
22. Christine Lokwei
23. Hellen Lokwang
24. Philip Musumba
25. Richard Njoroge