



REPUBLIC OF KENYA



# STRATEGIC PLAN 2018-2022

(Revised and Updated August, 2020)



*The strengthening of parliamentarians and support staff is an important element of work to foster capable, accountable and responsive governance (Hudson, 2007:7)*

# Vision, Mission, Mandate & Core Values



A Global Centre of Excellence in Legislative Studies for Democratic Governance

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To Enhance Capacity, Create New and Relevant Knowledge for Members and Staff of Parliament, Legislative Assemblies, and the and other stakeholders

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- 1) Facilitate continuous learning for members and staff of Parliament and other stakeholders;
  - 2) Develop linkages and collaborations with other institutions of learning and professional organizations;
  - 3) Develop and deliver programmes that promote parliamentary democracy, national values and principles of governance and the parliamentary service values;
  - 4) Perform any function assigned by the Commission or that is necessary, or expedient for the discharge of its functions under the Parliamentary Service Act, 2019; and,
  - 5) Contribute to effective and efficient execution by Parliament of its roles and functions.
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**Professionalism:** We shall strive to maintain a high level of competence while promoting teamwork and professionalism.

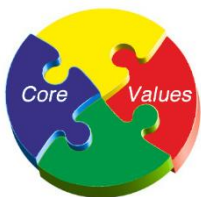
**Impartiality:** We shall strive to always remain objective and impartial in the delivery of our services.

**Excellence:** We shall have high expectations in meeting the needs of our clients and remain committed to the highest standards of training, service and performance.

**Accountability:** We shall always be accountable for our actions, ensuring efficient and effective use of our resources.

**Integrity:** We shall maintain the highest level of ethics, transparency, and integrity in discharging our duties.

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# Table of Contents

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Vision, Mission, Mandate & Core Values .....	ii
List of Tables .....	v
List of Captioned photos .....	vi
List of Abbreviations and Acronyms .....	vii
Foreword by the Chair, PSC .....	ix
Word from Vice Chair of the PSC / Chair, CPST Board.....	xi
Acknowledgements .....	xiii
Executive Summary .....	viii
<b>Chapter 1: Background.....</b>	<b>1</b>
<b>1.1 Introduction and Background on CPST .....</b>	<b>1</b>
<b>1.2 CPST’s Clientele in the Context of the Constitution of Kenya 2010 and the Parliamentary Service Act, 2019.....</b>	<b>2</b>
1.2.1 The National Assembly.....	2
1.2.2 The Senate .....	2
1.2.3 The County Assemblies.....	3
1.2.4 Justification for the Development and Alignment of the CPST Strategic Plan 2018-2022 to the PSC Strategic Plan.....	3
1.2.5 Methodology for the Development of the Strategic Plan .....	4
<b>Chapter 2: CPST Operating Context .....</b>	<b>5</b>
<b>2.1 Alignment of CPST Strategic Plan with Constitution of Kenya, 2010 Parliamentary Service Act 2019 and Parliamentary Service Commission Strategy 5</b>	
2.1.1 Constitution 2010 and Parliamentary Service Act 2019.....	5
2.1.2 Ethics, Integrity and Governance.....	6
<b>2.2 Parliamentary Training Institutes.....</b>	<b>6</b>
<b>2.3 Challenges Experienced by Parliamentary Institutes and CPST .....</b>	<b>7</b>
<b>Chapter 3: CPST Achievements 2013-2017 .....</b>	<b>9</b>
<b>3.1 Achievements of CPST from the 2013-2017 Strategic Plan .....</b>	<b>9</b>
<b>3.2 The Learning Needs Assessment.....</b>	<b>10</b>
<b>Chapter 4: Strategic Direction 2018-2022 .....</b>	<b>11</b>
<b>4.1 Introduction.....</b>	<b>11</b>
<b>4.2 Stakeholder Interests and Expectations .....</b>	<b>11</b>
<b>4.3 CPST Internal Context .....</b>	<b>13</b>
<b>4.4 CPST External Context .....</b>	<b>14</b>
<b>4.5 Strategies of taking Advantage of Opportunities and Mitigating the Threats ..</b>	<b>15</b>
<b>4.6 CPST strategic Direction 2018-2022 .....</b>	<b>16</b>
4.6.1 Capacity Building for Legislatures and Staff.....	16
4.6.2 Institutional Capacity of CPST.....	17
4.6.3 Research and Knowledge Management.....	18
4.6.4 Partnerships and Networks.....	19
<b>Chapter 5: 2018- 2022 CPST Implementation Matrix .....</b>	<b>21</b>

<b>Chapter 6: Organization</b> .....	<b>32</b>
<b>Implications</b> .....	<b>32</b>
<b>6.1 Organizational Development implications</b> .....	<b>32</b>
<b>6.2 Monitoring, Evaluation and Learning</b> .....	<b>35</b>
<b>References</b> .....	<b>36</b>
<b>Annexures</b> .....	<b>37</b>
<b>Members of the CPST Board</b> .....	<b>40</b>

# List of Tables

---

Table 1: Stakeholders' Analysis .....	12
Table 2: SWOT Analysis .....	14
Table 3: PESTEL Analysis.....	15

# List of Captioned photos

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Photo 1: The Speaker of the East African Legislative Assembly, Hon. Martin Ngoga, flanked by the Chair of the PSC, Hon. Justin Muturi, and other dignitaries during the Launch of the East African Parliamentary Institute (EAPI) at the CPST Karen grounds.....	1
Photo 2: Inaugural PSC Mandatory Course I: Introduction to Parliamentary Administration and Customer Care at Enashipai Resort Naivasha, June 2019.....	5
Photo 3: Collaborative Training for Members of the Liaison Committee of the National Assembly by UNITAR and the CPST in Geneva.....	9
Photo 4: The CPST/SOCATT Planning Retreat 28 <sup>th</sup> – 30 <sup>th</sup> January 2020, at Serena Beach Resort & Spa, Mombasa.....	11
Photo 5: Kenya Parliament buildings .....	13
Photo 6: Training for the County Assembly Forum Executive Committee from 17 <sup>th</sup> -21 <sup>st</sup> December, 2018 at EAC HQ Complex, Arusha, Tanzania conducted by the CPST in collaboration with EALA.....	32

# List of Abbreviations and Acronyms

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<b>ACP-EU</b>	African, Caribbean and Pacific-European Union
<b>AHADI</b>	Agile and Harmonized Assistance to Devolved Institutions
<b>AWEPA</b>	European Parliamentarians with Africa
<b>CPST</b>	Centre for Parliamentary Studies and Training
<b>CPA</b>	Commonwealth Parliamentary Association
<b>ECOWAS</b>	Economic Community for West African States
<b>HRD</b>	Human Resource Department
<b>IDIS</b>	Institute of Diplomacy and International Studies
<b>IPU</b>	Inter Parliamentary Union
<b>ICT</b>	Information Communication Technology
<b>KPI</b>	Key Performance Indicator
<b>LNA</b>	Learning Needs Assessment
<b>MCA</b>	Member of County Assembly
<b>M &amp; E</b>	Monitoring and Evaluation
<b>OSSREA</b>	Organization for Social Science Research in Eastern and Southern Africa
<b>PFM</b>	Public Finance Management
<b>PSC</b>	Parliamentary Service Commission
<b>PTIs</b>	<b>Parliamentary Training Institutes</b>
<b>TNA</b>	Training Needs Assessment

<b>ToT</b>	Training of Trainers
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>SLCBIC</b>	Senate Led Capacity Building Initiative for County Assemblies
<b>UNITAR</b>	United Nations Institute for Training and Research



# Foreword by the Chair, PSC

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Over the last two decades, as a result of intense national efforts to institutionalize the process of democratization in Kenya, there has been a lot of change in governance thus creating opportunities for citizens' engagement in public affairs, increasing government accountability, and improving the capabilities of frontline institutions to undertake their constitutional mandates better and more effectively.

The enactment of the 2010 Kenyan Constitution therefore, only capped a long reform path of redefining the trajectory of Kenya's ever-changing and growing democratic landscape. From 1990 to 2010 alone, the democratic process in Kenya, like in many other African countries, took its own shape and trajectory, with much progress and challenges. The biggest lesson we have learnt as a country through those two decades was that strengthening democratic governance in terms of the strengthening the capacity of democratic institutions remains an ongoing challenge.

The 2010 Kenyan Constitution dramatically altered the basic relationships between the people and their Government. Among the three arms of Government, the Legislature witnessed some of the most radical transformations. Key among these changes are the introduction of a bicameral Parliament, the birth of 47 County Assemblies, the separation of the Executive from Parliament and the creation of much expanded Parliament with an expanded mandate.

These changes have created a new environment under which legislators undertake their mandate with new capacity challenges to the Parliament and the County Assemblies to ensure that they have the necessary capabilities to play their rightful role to help achieve quality leadership for democratic governance.

In drawing up this second Strategic Plan which is informed by experiences of implementing the first plan, the CPST has clearly demonstrated a clear understanding and readiness to be a key player in using training and research for quality leadership and governance. As the Chair of the

PSC, I urge all CPST partners and stakeholders to come together and support the CPST in translating this plan into action.

**Hon. Justin Muturi, EGH, MP**

Chair of the Parliamentary Service Commission and Speaker of the National Assembly

# Word from Vice Chair of the PSC / Chair, CPST Board

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The Parliamentary Service Commission is established by the Constitution of Kenya and operationalized by the Parliamentary Service Act, 2019. The Constitution envisaged a strong, independent, and robust legislature at both levels of Government which would perform the triple functions of legislation, representation, and oversight for the advancement of the common good. Indeed, this would and cannot be possible without the legislators and officers in the service being well capacitated to perform their duties optimally. Section 11(d) of the Parliamentary Service Act, 2019 bestows on the Parliamentary Service Commission with the responsibility of initiating training and capacity building of members and staff.

The Parliamentary Service Act 2019 provides for the establishment of the Centre for Parliamentary Studies and Training (CPST), which before the PS Act 2019 was established through subsidiary legislation. Since its establishment in the year 2008, the CPST has grown to be a recognized institution in legislative capacity building and research, having spearheaded various programmes at the National, County, and Regional levels.

This second strategic plan of the CPST is informed by the experiences gained in the first phase of the implementation of the Constitution of Kenya 2010. Research from the County Assemblies on their learning needs have provided the CPST with some good baseline data that will inform capacity building initiatives in this current planning period. As the only Parliamentary Training Institute in the Country that has remained faithful to building and enhancing capacities of legislators and staff of legislatures, both at the national and county levels; we have learnt what works, what does not and what could be done differently. The CPST promises to live up to her mandate of building and enhancing capacities of members to deliver on their Constitutional

mandate of representation, law-making and oversight and by extension support Kenya and the region to forge ahead in parliamentary democracy.

As we launch this second CPST Strategic Plan, the challenges to be surmounted and the goals to be achieved are even greater. The lessons learnt from the implementation of the first plan and the developments that have ensued have positioned our CPST to entrench itself as a global leader in the legislative capacity building arena.

The CPST will play a vital role in the realization of the Parliamentary Service Commission's Strategic Plan 2019-2030 vision through the implementation of Strategic Pillar II of the Commission's Strategy, through Capacity Building for legislatures and staff, Institutional Development of CPST, Research and Knowledge Management; and Partnerships and Networks.

The CPST Board is alive to the fact that the Centre will play a key role in achieving the aspirations of the greater PSC. Indeed, the phase of this strategic plan will be an exciting one in as much as will be a challenging one. The CPST is envisaged to mount more relevant programmes, entrench research in its programme and develop ultramodern facilities necessary to discharge its function in an ever-changing world and in a dynamic legislative setup.

Finally, I promise that as a Board, we will continue steering the Centre to greater heights by strengthening the capacity of The CPST, our partnerships and forging new ones to help us steer the Centre to realize the vision of this plan to be ***“A Global Centre of Excellence in Legislative Studies for Democratic Governance”***.

**Dr. Naomi Shaban, EGH, MP**

Vice Chairperson, Parliamentary Service Commission and Chairperson, CPST Board

# Acknowledgements

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The Development of this second CPST Strategic Plan has taken a lot of effort and dedication of many people and organizations. We at the Centre for Parliamentary Studies and Training (The CPST) wish to recognize the commitment and support of the Parliamentary Service Commission (PSC) under the leadership of the Speaker of the National Assembly/ Chair Parliamentary Service Commission (PSC), Hon. Justin Muturi, EGH; the CPST Board under the leadership of the Vice Chair of the PSC, Hon Dr. Naomi Shaban, EGH;

the PSC Board of Senior Management, under the leadership of the Secretary to the Parliamentary Service Commission, Members and Staff of PSC and County Assemblies. We are especially grateful for the partnership with the County Assemblies Forum (CAF); the Society of Clerks at the Table-Kenya (SoCATT) and the East African Legislative Assembly (EALA). We are especially grateful to the Association of Europeans Parliaments with Africa (AWEPA), who supported this planning process. We also recognize the support and partnership of all our other partners, key among them being the University of Nairobi through the Institute of Diplomacy and International Studies (IDIS), McGill University's School of Continuing Studies (SCS), the United Nations Institute for Training and Research (UNITAR), USAID's Agile and Harmonized Assistance to Devolved Institutions (AHADI), the Ford Foundation and all other partners who continue to support the CPST.

We acknowledge key persons who gave their time to share ideas on what they envision as a better and more vibrant CPST as we move into our second Strategic Plan. We mention just but a few key persons who agreed to be interviewed during this process: Hon. Isaac Mwaura; Sen. Dr. Agnes Zani; Mr. Martin Masinde of the Parliamentary Budget Office; Mr. Japheth Muthomi of Public Communications; Mr. Njenga Ruge, Senate; Ms Vane Akama, National Assembly; and Mr. Wilson Bosmet, Senate. Several PSC colleagues also attended the CPST Board Retreat that was held at the Simba Lodge in Naivasha from 2-4<sup>th</sup> March, 2017 (see complete list marked as Annex 1).

We are grateful to the lead consultant in this process, Mrs. Mary Njenga Murimi. Special thanks to my colleagues at the CPST who have shown commitment to help us realize the vision to make CPST the global Centre of excellence in legislative studies. I am especially grateful to Ms. Linet Misati, the CPST Chief Officer Business Development and Corporate Affairs for the work she put in to align this Strategic Plan to the PSC Strategic Plan and the PS Act 2019. We recognize all those who believe in our vision and who spend their time and resources to make it a reality.

**Prof. Nyokabi Kamau, PhD**  
Executive Director, Centre for Parliamentary Studies and Training

# Executive Summary

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This strategic plan has been developed to operationalize the mandate of the CPST in line with the Parliamentary Service Commission Regulations 2011, which were gazetted in Legal Notice No. 95 of July 22, 2011.

The CPST is guided by the vision '*A Global Centre of Excellence in Legislative Studies for Democratic Governance*'. This will be achieved through the mission '*To enhance capacity, creating new and relevant knowledge for members and staff of parliament, legislative assemblies and other stakeholders*'. In delivering the mission, CPST is guided by the core values that will be the bedrock of Centre's work, these are: professionalism, impartiality, excellence, accountability, and integrity.

This Strategic Plan has been informed by the operating context, evaluation of the implementation of 2013-2017 strategic plan and changes in the Parliamentary Service, which include the enactment of the Parliamentary Service Act 2019; the development and approval of the PSC Strategic Plan 2019- 2030; and an amendment to section (2)(1) of the Public Finance Management Act 2012. This amendment paved way for the introduction of Vote 2043 and subsequently moving the finances of the CPST from Vote 2041 to the newly created Vote 2043.

The plan considers background information of the CPST and its mandate, SWOT, Stakeholders and PESTEL analysis; and the seven (7) Strategic Pillars of the PSC Strategic Plan 2019-2030. The analysis helped to identify four (4) thematic areas which will define CPST work in the next five years. The four areas are: (1) Capacity Building for legislatures and staff; (2) Institutional Development of CPST; (3) Research and Knowledge Management; and (4) Partnerships and Networks. A results framework covering the four thematic areas is discussed in Chapter Five.

Monitoring and Evaluation (M&E) of this plan will be done on a regular basis. The sole purpose of this is to track inputs, activities (processes), outputs and outcomes during the execution of this strategic plan. This process will ensure that resources are spent as planned within the framework of strategic plan projections and budgets; and that activities take place as planned within the planned time frames to realize the stated outcomes. The CPST will strengthen its current M&E framework and ensure that learning is incorporated in the framework.

Annual Work Plans will be the basis for execution of this strategic plan, and they will inform performance contracting with the PSC. Each directorate and department will derive their operational plans and activities from the Annual Work Plan, which will then be cascaded

downward to individual work plans. The Individual Work Plans will be the basis for performance appraisal.

The success of this strategic plan will require close collaboration between the CPST and all the directorates in the PSC and within the CPST. Management agreements with the respective directorates or departments will be made and broad action plans on operationalizing them documented. Additional staff will be recruited based on the growing needs of the Centre.

Financial resources for implementing this plan will largely come from PSC allocations, course fees and grants. The CPST will ensure prudent use, accountability and reporting of all these resources.

The CPST Board will oversee the implementation of this plan. The day to day leadership and management of the CPST rests with the Executive Director (ED), who is the secretary to the CPST Board.

# 1

## Chapter I: Background

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Photo I: The Speaker of the East African Legislative Assembly, Hon. Martin Ngoga, flanked by the Chair of the PSC, Hon. Justin Muturi, and other dignitaries during the Launch of the East African Parliamentary Institute (EAPI) at the CPST Karen grounds

### **1.1 Introduction and Background on CPST**

The CPST was borne out of a need to establish a training Centre where members of parliament and staff of Parliamentary Service Commission (PSC) would access training in an efficient and affordable manner. The Centre was established by the PSC in December 2008 and legalized by the publication of the Public Service Regulations, 2011 in the Kenya Gazette, Subsidiary Legislation, Legal Notice No. 95 of July 22, 2011. The PSC further recognized and incorporated CPST in its 10-year strategic plans 2008-2018; as well as the reviewed PSC Strategic Plan 2019-2030.

In December 2009 and March 2016, the CPST's mandate was expanded to include service to the County Assemblies and to other Parliaments in East African Community, the Great Lakes Region and the rest of Africa and any others who may be interested in gaining appreciable knowledge on parliamentary matters.



## **I.2 CPST's Clientele in the Context of the Constitution of Kenya 2010 and the Parliamentary Service Act, 2019**

This Strategic Plan is anchored on Article 127 of the Constitution of Kenya 2010, which establishes the PSC with the mandate to provide such services and facilities that are necessary to ensure the efficient and effective functioning of Parliament; the Parliamentary Service Act 2019, which bestows powers to the Commission to create and abolish Offices necessary for the efficient functioning of Parliament including the need for properly trained Members and staff as contained under Section 34 of the Parliamentary Service Act 2019, which spells out the Mandate of the CPST; and the amendment to section (2)(1) of the Public Finance Management Act 2012, which introduced Vote 2043, subsequently moving the finances of the CPST from Vote 2041 to the newly created Vote 2043.

The CPST Regulations as contained in Legal Notice No.95 of July 22, 2011, were amended through Legal Notice No.20 of 2016, which expended the mandate of the CPST to include capacity building for the county assemblies. Further, the mandate of the CPST as currently contained in Section 34 of the Parliamentary Service Act which was enacted in the Year 2019 is to build capacity of Members and staff of Parliament (National Assembly and Senate), 47 County Assemblies, and other interested stakeholders.

### **I.2.1 The National Assembly**

The National Assembly has a total membership of 350, of which 290 are elected from constituencies countrywide; 47 elected women representatives from counties and 12 members nominated by political parties to represent special interests; youth, persons with disabilities and workers, and the Speaker, who is an ex-officio member. These nominations are based on the party's proportion of elected members in the National Assembly.

The roles of the National Assembly, as laid out in Chapter Eight Article 95 of the Constitution are;

1. Representing the people of the constituencies and special interests;
2. Deliberating on and resolving issues of concern to the people;
3. Enacting legislation;
4. Determining the allocation of national revenue between the levels of government;
5. Appropriating funds for expenditure by the national government and other state organs;
6. Exercising oversight over national revenue and its expenditure;
7. Reviewing the conduct in Office of the President, Deputy President and other state officers and initiates the process of removing them from office;
8. Exercising oversight over state organs;
9. Approval of declarations of war and extensions of states of emergency.

### **I.2.2 The Senate**

The Senate has 68 members, 47 of whom are elected to represent the counties. For the first time, Kenya has 3 elected women Senators and 18 nominated women senators who are nominated by political parties according to their proportion of County Members of the Senate elected as stipulated in Article 90 of the Constitution. There are 2 members (one man and one woman),

representing the youth, and another 2 (one man and one woman), representing persons with disabilities and the Speaker, who is an ex-officio member.

The role of the Senate as laid out in Article 96 of the constitution is to;

1. Represent the counties and the interests of the counties and their governments;
2. Participate in law making by considering, debating and approving Bills concerning counties;
3. Determine allocation of national revenue among counties and exercise oversight over national revenue allocated to county governments;
4. Participate in the oversight of State officers by considering and determining any resolution to remove the President or Deputy President from office in accordance with Article 145.

### **1.2.3 The County Assemblies**

There are 47 County Assemblies countrywide with a membership 1,450 elected members. In order to meet the one-third gender rule, extra members are nominated into the county assemblies. After the 2017 General Elections, 650 women were nominated into the county assemblies to help meet the two-thirds gender rule.

The county assembly is the legislative authority of a county. The roles of County Assembly as laid out in article 185 of the constitution of Kenya 2010 are to:

1. Make laws that relate to the county;
2. Vet and approve nominees for appointment to county public offices namely; County Executive Committee members, members of the County Public Service Board (CPSB), Chief Officers and approve the appointment of the County Assembly Clerk;
3. Exercise oversight over the County Executive Committee and to over any other county executive organs without directly interfering in the functions of the county executive;
4. Receive and approve plans and policies for the management and exploitation of the county's resources; and development and management of its infrastructure and institutions;
5. Approve the budget and expenditure of the county government and authorize any allocation and expenditure of the county government;
6. Authorize the county executive to withdraw funds from the County Revenue Fund (Article 207) and pass Appropriations Bill;

These roles and responsibilities of the National Assembly, Senate and the county assemblies will guide the CPST in the formulation of capacity building interventions for these institutions.

### **1.2.4 Justification for the Development and Alignment of the CPST Strategic Plan 2018-2022 to the PSC Strategic Plan 2019-2030**

The implementation of the CPST Strategic Plan 2013-2017 ended in December 2017, paving way for the development of the new plan to guide the CPST for a further period of five (5) years. This Strategic plan (2018-2022) is a management tool that sets priorities for the CPST for the stipulated period.

This revised strategic plan has been developed in order to operationalize the mandate of the CPST in line with the changes brought about by the enactment of the Parliamentary Service Act 2019

under Section 34; introduction of an amendment to section (2)(1) of the Public Finance Management Act 2012 and the consequent creation of Vote 2043.

These changes in the Parliamentary Service necessitated the alignment of the CPST Strategy to the PSC Strategy since the mandate of the CPST is anchored on the PSC Mandate. The PSC strategy as contained in the PSC Strategic Plan is embedded under the seven Strategic Pillars of the PSC 2019-2030 Plan. Most of the CPST programmes, projects and activities are anchored on **Strategic Pillar II** on *Excellency in Service Delivery under Strategic Objective 6: To develop the capacity and capability of CPST as a Centre of excellence in legislative studies*. A few other CPST programmes, projects and activities are spread out in the following five pillars of the PSC Strategic Plan:

- a. Strategic Pillar I: Effective Representation, Legislation and Oversight
- b. Strategic Pillar III: Public Trust
- c. Strategic Pillar IV: Embrace and Implement an E-Parliament
- d. Strategic Pillar VI: Provision of Modern Facilities and Secure Working Environment for Members and Staff of Parliament
- e. Strategic Pillar VII: Enhanced and Sustained Financial Resource Base

### **I.2.5 Methodology for the Development of the Strategic Plan**

This strategic plan is because of an extensive participatory and consultative process in which views of stakeholders were considered. Hence it is a shared statement of the goals which the CPST must focus on in this planning period. The development of this Plan benefitted from submissions made from the two Directorates of the CPST: the Directorate of Administration, Finance and Corporate Affairs and the Directorate of Curriculum Development, Training and Research under the overall guidance of the Executive Director; and the final approval granted by the PSC.

The process also entailed a review of several documents, namely the Constitution of Kenya 2010; The PSC 2019-2030 Strategic Plan; the first CPST Strategic Plan, 2013-2017; the Parliamentary Service Act, 2019; the CPST Regulations; and other published works on Parliamentary Training Institutions (PTIs). Several meetings, including a planning retreat that brought together staff, Members of the CPST Board and a final validation retreat by the CPST Board were undertaken before the final approval of the Plan by the PSC. These processes were aimed at ensuring that there is ownership of the Plan, commitment and leadership that is necessary for its implementation.

# 2

## Chapter 2: CPST Operating Context

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**Photo 2: Inaugural PSC Mandatory Course I: Introduction to Parliamentary Administration and Customer Care at Enashipai Resort Naivasha, June 2019**

### **2.1 Alignment of CPST Strategic Plan with Constitution of Kenya, 2010 Parliamentary Service Act, 2019 and Parliamentary Service Commission Strategy**

#### **2.1.1 Constitution of Kenya 2010 and Parliamentary Service Act, 2019**

In the modern state system, the constitution-making process remains a fundamental aspect of achieving statehood. With the creation of the state, the citizens surrender their rights to the authority of the state on condition that the state thereafter guarantees them their security. In order to achieve this, it is imperative that a set of institutions be set up to hold the state authority accountable and responsive the citizens. This calls for CPST to align its operations with the

Constitution, bearing in mind the eventual impact on the structure, roles, and functions of Parliament.

The CPST will seek to enhance comprehensive understanding among the legislators of key Constitutional matters that relate to the Legislature [Chapter Eight] that postulates: Part 1- Establishment and Role of Parliament; Part 2- Composition and Membership of Parliament; Part 3- Offices of Parliament; Part 4- Procedures for Enacting Legislation; Part 5- Parliament's General Procedures and Rules; Part 6- Miscellaneous that stipulates the Location of sittings of Parliament, Parliamentary Service Commission & Clerks and staff of Parliament.

Specifically, the constitution specifies the role of the legislature and its relationship with the executive in matters of Public Expenditure Management, which includes Development Planning, PFM, Performance Management and Monitoring & Evaluation. Constitutions and budget laws elaborate on the budgetary roles and powers of the legislature. Legal constraints and budget practices vary greatly from country to country and moreover, in many countries such as Kenya, the legislature is increasingly playing a prominent role in budget matters. The CPST will also seek to enhance comprehension of the Parliamentary Service Act 2019 among the legislators and staff of Parliament.

### **2.1.2 Ethics, Integrity and Governance**

The CPST will seek to encourage Members and Staff attitudes and actions that are guided by ethics and integrity. CPST will particularly expose the virtues of integrity, positive organizational culture and discourage parliamentarians and staff and stakeholders from participating in or abetting corruption. The Centre will propagate corruption as a vice and offer ideas both from local and international experiences on how public organizations including parliament, civil society organizations and individuals can participate in preventing corruption and thus promoting ethics, integrity, and good governance.

## **2.2 Parliamentary Training Institutes**

The establishment of CPST was informed by the philosophy that capacity building and knowledge management are critical to effective running of Parliaments. The aim of establishing of Parliamentary Training Institutes (PTIs) in several countries has been to provide independent and quality research and capacity building services to Parliamentarians and their staff with the ultimate goal of creating well-functioning Parliaments that serve the electorate more effectively and efficiently. PTIs are beginning to play a critical role in developing skilled Parliamentarians who are able to make informed decisions and be more relevant in their oversight, representation, and legislative roles. In many democracies especially in Africa, the public is not always happy with their Parliamentarians if the high turn-over in each election cycle is taken as reflection of the dissatisfaction of the electorate.

Capacity development and strengthening of Members to serve a more demanding electorate has therefore become more critical (Nxele *et.al*, 2014:1).

According to the International Foundation for Electoral Systems (IFES) Parliamentary Tool Kit (2005:27), legislators, just like other professionals, need continuing education programs and professional development to keep them updated on emerging democracy and governance trends. Resources must be allocated to training programs both for new legislators and for the continuing education of sitting legislators. These programs must be geared towards developing the skills required by parliamentary functions as well as exposing legislators to substantive issues and developments affecting their legislative, oversight and representative functions. Equally significant is the need to offer timely and relevant training to all newly elected legislators on the matters relating to parliamentary democracy.

Strengthening of parliaments is an important element of work to foster capable, accountable, and responsive governance in developing countries and that effective parliaments are an essential component of democratic governance (Hudson, 2007:7). In practice, according to Hudson (2007), parliaments in many developing countries are ineffective in fulfilling their mandate; a fact that can be attributed to weak capacity or weak democratic environment or both. Hudson (*ibid.*) further notes that there are various reasons for poor parliamentary performance. Often, parliamentarians lack the knowledge and skills to do their jobs effectively, and that parliamentarians may be more concerned with retaining their seats than holding the executive to account; or if they seek to vigorously hold the executive to account, they may find that they lose their seats before long.

### **2.3 Challenges Experienced by Parliamentary Institutes and the CPST**

Research has established that parliamentary institutes are a relatively new phenomenon, and as such, are characterized by infrastructural, human resources and sustainability challenges (Nxele *et al*, 2014: 14). However, despite these challenges, there are prospects for parliamentary institutes around the world, both in developed and developing democracies. Basic infrastructural requirements for effective and efficient parliamentary institutes are often not given satisfactory attention. They quote Rahman (2005) who argues that, in addition to poorly developed and weak institutional capacity, problems relating to information, accommodation, adequate computer and library facilities require substantial interventions.

In relation to human resources, they (*ibid*) note that putting together a seasoned, committed and merit-based, pool of human resources remains one of the most demanding challenges parliamentary institutes face. They give reference to the Pakistan Institute of Parliament Studies, which developed a “well-knit” team of professionals through establishing collaborative relationships with academic and policy institutions. Lack of adequate funding is arguably one of the major challenges faced by parliamentary institutes. Many of these institutes are funded by donor agencies and/or governments.

The shrinking sources of revenue for both donors and governments, particularly, in times of economic meltdown poses a serious threat to the sustainability of these institutes. Parliamentary institutes are expected to diversify their sources of revenue to ensure viability. Importantly, the issue of funding is central to the effective functioning of such institutes as it determines their scope and overall functioning. Institutes that rely heavily on government for funding may be susceptible to influence, thereby compromising their autonomy and independence.

The CPST relies on trainers deployed from other departments of the PSC and external consultants. Staff inability to give quality time to CPST trainings due to other competing assignments in Parliament, training county assemblies and inadequate professionals who understand parliamentary business have posed challenges to CPST training programmes. Lack of accommodation facilities has resulted to CPST's inability to offer residential courses at the Centre. All CPST residential training programs are held in hotels, further reducing CPST's potential revenue. This scenario will change when the CPST acquires its own training and accommodation facilities, which is proposed in this strategic plan.

The CPST has been working on diversifying its funding and over the years, generated revenue from trainings offered to county assemblies and other parliaments in the region. This is a move that will potentially ensure the CPST's financial sustainability.



# 3

## Chapter 3: CPST Achievements 2013-2017



**Photo 3: Collaborative Training for Members of the Liaison Committee of the National Assembly by UNITAR and the CPST in Geneva**

### **3.1 Achievements of CPST from the 2013-2017 Strategic Plan**

This section covers the CPST's achievements in relation to the four outcomes of the last strategic plan.

#### **Outcome 1: Capacity of parliaments to deliver their constitutional mandate enhanced**

This was measured according to the number of trainings conducted for Members of Parliament and PSC staff. The CPST conducted 160 trainings which were distributed from among Members and staff of Parliament, county assemblies and regional parliaments. Sixty-five (65%) of the participants were drawn from members and staff of county assemblies. This is an indication that the CPST's captive market has been the 47 County Assemblies. Given this scenario, this plan looks into ways of building on this market and extend the reach to the national Parliament.

#### **Outcome 2: An environment that promotes a knowledge and innovation culture for parliament created and sustained**



The CPST planned to create a knowledge generation and innovation culture for Parliament to enable Members and staff to make informed decisions to discharge their constitutional mandate. The Centre was to provide infrastructure to support legislative processes, information, research, data mining, documentation, and application of ICT tools for learning. During this period, 23 research projects and 10 publications were completed. The CPST successfully organized one international Parliamentary Training Institutes (PTIs) conference, where several papers were presented and published. A research and information management infrastructure and learning through ICT and other innovative tools are yet to be established. This will be undertaken during this strategic planning period.

### **Outcome 3: Institutional capacity of CPST built to enable it effectively and efficiently deliver on its mandate**

The CPST strengthened its governance structure by inaugurating the CPST Board. The Board has been active and supportive to the mission of the CPST. The Board undertook several study and benchmarking tours globally, and the lessons learnt incorporated in the “CPST Way” of delivering training. The Board further approved the new CPST structure and the new schemes of service. The CPST anticipates that it will be able to attract additional and qualified professionals to meet the growing needs of the Centre.

### **Outcome 4: Partnerships and Networks**

The CPST established strategic partnerships with seven leading local and global institutions, among them UNITAR, OSSREA, the University of Nairobi, McGill University in Canada, USAID Agile and Harmonized Assistance to Devolved Institutions (AHADI), Ford Foundation, UN Women and AWEPA. The CPST has established opportunities for learning and networking with these institutions and in providing joint quality training to improve governance in Kenya and the region.

## **3.2 The Learning Needs Assessment**

The CPST jointly undertook a Learning Needs Assessment (LNA) with USAID AHADI in August 2016. The objective of the study was to assess the learning needs of county assembly members and staff. The study was undertaken in 21 Counties where 592 Members and 635 staff participated in the study. The assessment revealed that public finance and law making were the two areas of training the MCAs most appreciated. In addition, the respondents ranked oversight and devolution as priority areas for future training. Other findings indicated that;

- a) Most MCAs are young and educated;
- b) The complex process of law making hinders performance;
- c) Public finance oversight is by far still the most critical and difficult area for MCAs;
- d) The legislature should embrace stronger leadership development programs;
- e) There is need to strengthen induction programs for both members and all newly recruited staff;
- f) There is need to build more capacity on use of ICT; and,
- g) The assemblies were lacking in staff training and development policies leading to haphazard training interventions.

These results will inform CPST future trainings and are incorporated in this strategic plan.

# 4

## Chapter 4: Strategic Direction 2018-2022

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**Photo 4: The CPST/SOCATT Planning Retreat 28<sup>th</sup> – 30<sup>th</sup> January 2020, at Serena Beach Resort & Spa, Mombasa**

### **4.1 Introduction**

The CPST strategic direction 2018-2022 is informed by changes and trends in the external and internal operating context, stakeholder needs, the CPST/USAID AHADI Learning Needs Assessment for County Assemblies in Kenya, and our internal strengths and potential. Additionally, this strategic plan is informed by the changes introduced in the Parliamentary Service Act 2019, the PSC 2019-2030 Strategic Plan; the first CPST Strategic Plan, 2013-2017; and the amendment made to section (2)(1) of the PFM Act 2012.

### **4.2 Stakeholder Interests and Expectations**

CPST's core responsibility is to provide capacity building services and undertake research and knowledge management all of which is aimed at building the capacity of Members of Parliament to be effective and efficient in the execution of their constitutional mandate. The CPST stakeholders highlighted a variety of expectations. CPST will ensure that these expectations are adequately addressed in this plan.

**Table 1: Stakeholders' Analysis**

Name of Stakeholder	Interests/Expectations
<b>Members of Parliament</b>	<ul style="list-style-type: none"> <li>◆ Quality training and induction;</li> <li>◆ Skills on effective and sustainable strategies of serving constituents;</li> <li>◆ Document MPs contributions in Parliament for learning and posterity;</li> <li>◆ Involve high profile Kenyan and global personalities who have made impact in Parliaments to speak to MPs on regular basis and undertake regular high profile training and talks from renowned speakers on best practices in legislation, representation and oversight;</li> <li>◆ Mentorship to new Members of Parliament;</li> <li>◆ Establish innovative strategies of training MPs taking cognizance of their busy schedules. Short 2-hour high energy and focused training sessions would be attractive;</li> <li>◆ Use e-learning platforms to enhance capacity development;</li> <li>◆ Regular consultations with members on training needs and planned training programs;</li> <li>◆ Provide academically certified courses;</li> <li>◆ Regularly utilize former MPs as resource persons for the trainings.</li> </ul>
<b>Parliamentary Service Commission</b>	<ul style="list-style-type: none"> <li>◆ Adherence to the guidelines that established CPST;</li> <li>◆ Provide value for money;</li> <li>◆ Quality capacity building initiatives to meet needs of the clients;</li> <li>◆ Support the PSC to fulfil its mandate in capacity building of Members and Staff.</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>◆ Training for personal development and promotion;</li> <li>◆ Engage staff as resource persons for training on parliamentary procedures and law making and other relevant areas;</li> <li>◆ Create a cadre of high profile trainers from senior staff who retire from the service.</li> </ul>
<b>County Assemblies</b>	<ul style="list-style-type: none"> <li>◆ Quality and relevant training on their roles;</li> <li>◆ Mentoring opportunities from CPST trained resource persons;</li> <li>◆ Provide benchmarking exposure visits to national and regional parliaments and peer learning.</li> </ul>
<b>Development Partners</b>	<ul style="list-style-type: none"> <li>◆ Innovative products and best practices in parliamentary training;</li> <li>◆ Collaboration in capacity building initiatives;</li> <li>◆ A trustworthy partner who provides value for money.</li> </ul>
<b>Government of Kenya</b>	<ul style="list-style-type: none"> <li>◆ Partnership on training for improved governance;</li> <li>◆ Relevant capacity development for public service staff;</li> <li>◆ Value for money and efficiency.</li> </ul>
<b>Universities and governance entities</b>	<ul style="list-style-type: none"> <li>◆ Collaborative initiatives;</li> <li>◆ Trusted partner in undertaking joint research and programmes;</li> <li>◆ Knowledge management and publications.</li> </ul>
<b>Public</b>	<ul style="list-style-type: none"> <li>◆ Capacity building and outreach on parliamentary processes;</li> <li>◆ Demystify Parliament and roles played by members;</li> <li>◆ Understand the needs of the public for more effective representation.</li> </ul>
<b>The media</b>	<ul style="list-style-type: none"> <li>◆ Access to information on parliament;</li> <li>◆ Capacity building on parliamentary reporting;</li> <li>◆ Joint projects for improving governance.</li> </ul>
<b>Parliaments outside Kenya</b>	<ul style="list-style-type: none"> <li>◆ Innovative and quality capacity building programs;</li> <li>◆ Exposure visits to Kenya parliament;</li> <li>◆ Information sharing;</li> <li>◆ Capacity development.</li> </ul>

### 4.3 CPST Internal Context



***Photo 5: Kenya Parliament buildings***

CPST has grown as a professional organization that has a committed board and staff. As a nascent organization, CPST has established systems, structures and work processes which have enabled the Centre to achieve successes in providing quality capacity building. As a growing organization, there are internal challenges that must be continuously addressed while taking advantage of the strengths and opportunities from the internal and external environments.



**Table 2: SWOT Analysis**

Strength	Weaknesses
<ul style="list-style-type: none"> <li>• <b>CPST is anchored in the PS Act 2019 and regulations;</b></li> <li>• <b>A visionary and supportive Board;</b></li> <li>• <b>Support from PSC and a strong funding base;</b></li> <li>• <b>Unique role of CPST recognized by PSC;</b></li> <li>• <b>An expanding budgetary allocation for recurrent and development expenditure;</b></li> <li>• <b>A brand that is recognized in the country and the region;</b></li> <li>• <b>New scheme of service that has potential to attract high caliber staff;</b></li> <li>• <b>Motivated and professional staff;</b></li> <li>• <b>Ability to generate revenue from the courses;</b></li> <li>• <b>Ability to design and deliver quality training</b></li> <li>• <b>The “CPST Way” which has made the trainings successful;</b></li> <li>• <b>Ability to establish and maintain partnerships with universities and clients;</b></li> <li>• <b>Vibrant website and social media platforms that are effectively used while engaging with stakeholders.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate physical infrastructure;</li> <li>• Low staff compliment;</li> <li>• Delayed remittances of revenue from the County Assemblies;</li> <li>• Internal competition from PSC officers who offer consultancy services to county assemblies;</li> <li>• Slow growth of research and knowledge management departments due to the slow recruitment processes;</li> <li>• Inability to optimize the use of ICT to offer e-learning;</li> <li>• Weak linkages and synergies with other Services/directorates /departments of PSC.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• <b>The Bicameral Structure of Parliament is an opportunity to design programs that meet the needs of these institutions;</b></li> <li>• <b>A growing market from the County Assemblies as a result of devolution;</b></li> <li>• <b>Regional economic block which CPST can tap into;</b></li> <li>• <b>Collaboration with other research institutions (External) OSSREA, BPST, Arab Parliament Institute among others;</b></li> <li>• <b>Partnerships with Parliamentary Associations such as CPA, IPU, Parliamentary network, ACP-EU, PAP, ECOWAS;</b></li> <li>• <b>Resource hub of training professionals.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Competition for the same pool of resource persons;</li> <li>• Resource constraints amid the ever-increasing needs;</li> <li>• Competition from other academic institutions which have introduced legislative programmes;</li> <li>• Busy and unpredictable House Calendar;</li> <li>• Unpredictable work schedules among the clients which puts pressure on the Centre;</li> <li>• Rapid change in technology and information needs requiring regular changes to programming.</li> </ul>

#### 4.4 CPST External Context

External context relates to issues that CPST have little or no control over, yet they influence the organization’s operations. The external context is analyzed using the PESTEL model that constitutes the Political, Economic, Socio-cultural, Technological, Ecological and Legal issues impacting on the Strategic Plan for the next 5 years and beyond. These are issues that may affect the implementation

of this strategic plan, and thus the need to analyze them and establish their effect to the CPST functions.

**Table 3: PESTEL Analysis**

Factor	Description of Issues	Effect/ Response by CPST
<b>Political</b>	Constitution 2010 and Parliamentary Service Act 2019	<ul style="list-style-type: none"> <li>◆ Stringent requirements for the implementation of these legal frameworks with CPST role in enhancing comprehensive understanding of these laws relating to legislature/ parliament</li> <li>◆ Devolved system of governance with legislators in different contexts that need to be trained, namely National Assembly, Senate and County Assemblies</li> </ul>
	Increased democratization and heightened political awareness among Kenyans	<ul style="list-style-type: none"> <li>◆ Political stability and effective leadership</li> <li>◆ CPST need to continuously train legislators</li> </ul>
	New Legislators [MPs, Senators & MCAs]	<ul style="list-style-type: none"> <li>◆ Increased workload in terms of orientation of new members</li> <li>◆ Increased demand for capacity building on legislation</li> </ul>
<b>Economic</b>	Wider global outreach	CPST should seek to serve not only the Kenyan Parliament and county assemblies but other Parliaments and all those interested in gaining an appreciable knowledge on parliament. The CPST must also either singly or in collaboration with other institutions roll out parliamentary outreach programs that will help to enhance the ideals of parliamentary democracy
	Perceived or real corruption	This has an effect on delivery of services and the CPST <b>MUST</b> propagate corruption as a vice and offer ideas, both from local and international experiences, on how public organizations including parliament, civil society organizations and individuals can participate in preventing corruption and thus promoting ethics, integrity and good governance.
<b>Socio-cultural</b>	Increased awareness of social Equity	Agitation for equity in distribution of resources in CPST undertakings
	Increased movement of skilled human resources globally	CPST to engage highly qualified and competent persons to train the legislators
<b>Technological</b>	Growing use of ICT	The need for CPST to integrate ICT in all its functions – this has become especially useful as a result of the effects of Covid-19
<b>Ecological</b>	Increased ecological and environmental awareness	Include training on legislation relating to ecological and environmental issues
<b>Legal</b>	Enhanced role of Parliament in creating new legislation	Enhanced participation by Legislators in proceedings, oversight, and legislative processes

### 4.5 Strategies of taking Advantage of Opportunities and Mitigating the Threats

The CPST will continuously induct leaders across parliament and county assemblies on the Constitution of Kenya 2010, offer ongoing training, mentorship and coaching to members of

parliament and county assemblies on their roles in representation, legislative and oversight and ensure that ethics, integrity and good governance are incorporated in the training programmes.

The CPST plans to institutionalize a mechanism and an incentive regime for retention of resource persons, establish unique and competitive courses, invest in modern training facilities and equipment, hire high profile trainers and resource persons and ensure that the “CPST WAY”, our unique delivery methodology, is mainstreamed across all our training programmes. The CPST will establish a responsive calendar which can accommodate training needs of the members of parliament and develop promotional and examinable courses for staff. The Centre will invest in research, monitoring and evaluation to continuously improve the training programmes and contribute to legislative knowledge management.

## **4.6 CPST Strategic Direction 2018-2022**

Our overall goal “**to advance democracy and good governance through Parliament in Kenya**” is informed by the PSC’s overall strategy, the Governments Big Four Agenda and Vision 2030. The CPST anticipates that Parliament and County Assemblies will exercise their legislative, oversight and representative roles effectively; and this will advance democracy and good governance in the country.

We have broken down this goal into four thematic areas which will define our work in the next five years. The four areas are;

1. Capacity Building for legislatures and staff;
2. Institutional Development of CPST;
3. Research and Knowledge Management; and,
4. Partnerships and networks.

The CPST will provide leadership in identifying capacity needs for Members of Parliament, Members of County Assemblies, and staff in partnership with other departments in the PSC, County Assemblies, government agencies, development partners and other regional parliaments, academia, and Non-State Actors. A detailed Implementation Framework is summarized in Chapter 6. The following sections provide our detailed proposals on each of the four areas.

### **4.6.1 Capacity Building for Legislatures and Staff**

#### **Objective I: Capacity of Members and Staff of Legislatures enhanced**

This objective is a response to Strategic Objectives 1, 2, 3,4,6,8 and 12 spread across Strategic Pillars I to III in the PSC Strategic Plan 2019-2030. It focuses on strengthening the capacity of members to effectively play their constitutional roles. It encompasses the improvement of the capacity of MPs to introduce Bills and be able to effectively review and scrutinize Government Bills, orienting them on legislative procedures. The CPST will be guided by the Members of Parliament and staff training needs together with the County assemblies’ Learning Needs Assessment.

**Strategic Objective 1:** To Improve the Process of Representation, Legislation and Oversight

**Strategic Objective 2:** To Strengthen the Capacity of Members of Parliament to Execute their Constitution Mandate

**Strategic Objective 3:** To Strengthen Devolution and the Capacity of Devolved Units and Constituency Offices

**Strategic Objective 4:** To Mainstream Monitoring and Evaluation of Legislation and Oversight

**Strategic Objective 6:** To Develop the Capacity of CPST as a Centre of Excellence in Legislative Studies

**Strategic Objective 8:** To Strengthen the Capacity of Staff to Facilitate Members in Discharging their Constitutional Duties in an Effective and Efficient Manner

**Strategic Objective 12:** To Strengthen Parliamentary Diplomacy, Partnership and Linkages

The Centre will develop short, high impact sessions targeting Members of Parliament. The proposed CPST training facility that is located within the Parliament Square will be fully operationalized to offer these trainings. A variety of capacity building and learning approaches will be used, among them high level seminars, benchmarking visits, short presentations, peer learning, mentoring and coaching programmes. We expect the following outcomes from this objective:

- a) Members of Parliament equipped to effectively participate in the legislative, oversight and representation roles;
- b) Staff of Parliament of Kenya and County Assemblies equipped to effectively serve members;
- c) Members of County Assemblies equipped to effectively participate in the legislative, oversight and representation roles; and
- d) Members and staff of other regional Parliaments equipped with skills and competencies to effectively undertake their representation, law making and oversight roles.

#### 4.6.2 Institutional Capacity of CPST

**Objective 2: Institutional Capacity of CPST enhanced to enable it effectively and efficiently discharge its mandate**

This objective is a response to Strategic Objectives 6, 15 and 22 that are anchored on Strategic Pillars II, IV and VII in the PSC Strategic Plan 2019-2030. It focuses on the establishment of the ultra-modern facility which is anchored under strategic pillar IV of the PSC strategic plan 2019 – 2030 on the provision of modern facilities and secure working environment for members and Staff of parliament aimed at increased operational efficiency.

**Strategic Objective 6:** To Develop the Capacity of CPST as a Centre of Excellence in Legislative Studies

**Strategic Objective 15:** To Leverage on ICT in all Processes and Operations of Parliament

**Strategic Objective 22:** To Enhance Efficiency in Resource Utilization, Monitoring and Evaluation



One of the challenges the CPST faced in the 2013-2017 planning period was inadequate physical infrastructure and human resource capacity. In this planning period, we will establish a world class training facility and increase the human resource capacity as per the CPST structure and scheme of service. We will invest in developing our staff and recruit high profile resource persons from Kenya and around the globe. The objective will steer the CPST to becoming the preferred Parliamentary Training Centre in the region.

Our financing is largely from PSC allocation and revenue generated from the training programs. The CPST will streamline revenue collection and ensure that training services provided are paid on time. The proposed promotional courses for PSC and County Assemblies' staff are expected to generate substantive revenue for the Centre. We will establish formal partnership agreements with all the County Assemblies as the key training institution for their members and staff. The CPST continues to be known as a premier training institution to legislatures in Kenya and in the region. We will embark on strengthening this brand and profile ourselves as the “go to” institution in parliamentary studies.

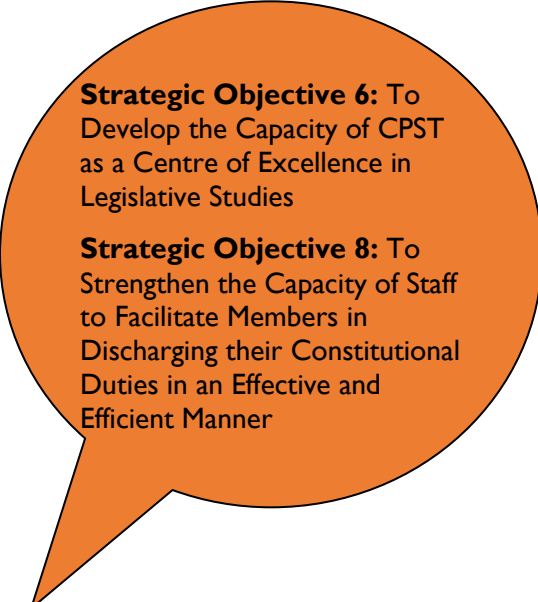
We expect the following outcomes from this objective:

- a) Adequate physical infrastructure developed;
- b) A strong and motivated workforce;
- c) CPST financial sustainability enhanced;
- d) CPST administrative functions enhanced; and
- e) CPST image and profile improved.

### 4.6.3 Research and Knowledge Management

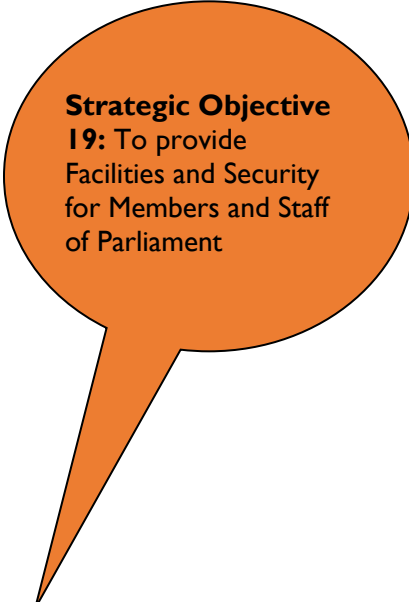
**Objective 3: An environment that promotes a knowledge and innovation culture for legislatures created and sustained**

This objective is a response to Strategic Objectives 6, 8 and 19 found in the Strategic Pillars II and VI in the PSC Strategic Plan 2019-2030. It focuses on strengthening primary legislative at the CPST to increase evidence use in the legislatures. Research, knowledge and innovation culture will support legislatures to make informed decisions and develop relevant, effective and responsive legislation.



**Strategic Objective 6:** To Develop the Capacity of CPST as a Centre of Excellence in Legislative Studies

**Strategic Objective 8:** To Strengthen the Capacity of Staff to Facilitate Members in Discharging their Constitutional Duties in an Effective and Efficient Manner



**Strategic Objective 19:** To provide Facilities and Security for Members and Staff of Parliament

Parliamentary Training Institutes (PTIs) are aimed at providing independent quality research and high-quality capacity building programmes and services to parliamentarians with the goal of creating well-functioning and effective Parliaments. Research, knowledge, and innovation culture will support legislatures to make informed decisions and develop relevant, effective, and responsive legislation. We will establish a research unit, recruit additional staff, and strengthen relations with the research departments in the National Assembly and the Senate.

In furtherance of strategic Pillar IV of the PSC Strategic Plan to embrace and implement and E-Parliament, Members of Parliament and County Assemblies will be inducted on how to leverage on ICT to enhance their outreach to their constituents. They will be paired with mentors/coaches to support them on their roles as political leaders and peoples' representatives. The following outcomes will be achieved through this objective;

- a) Functional Research and Knowledge Management Unit established;
- b) Information management system for parliamentary studies established;
- c) Improved performance, learning and communications through ICT and other innovative tools and initiatives in Parliament and County Assemblies.

#### **4.6.4 Partnerships and Networks**

##### **Objective 4: Strategic networks and partnerships strengthened to enhance the role of Legislatures in governance**

This objective is a response to Strategic Objectives 6, 12 and 20 that are highlighted in Strategic Pillars II, III and VII in the PSC Strategic Plan 2019-2030. It focuses on strengthening sustainable partnerships and networks from within and outside Parliament. The CPST will partner with other departments in Parliament in delivering training to members and staff. The bulk of resource persons and trainees will be drawn from Parliament and hence the need for seamless coordination and partnerships with other sister departments.

**Strategic Objective 6:** To Develop the Capacity of CPST as a Centre of Excellence in Legislative Studies

**Strategic Objective 12:** To Strengthen Parliamentary Diplomacy, Partnership and Linkages

**Strategic Objective 20:** To Mobilize Sufficient Financial Resources to Fund Parliamentary Programs

The CPST will offer quality promotional courses for staff. We will consistently study the needs of PSC, design and deliver a curriculum that will meet the 21<sup>st</sup> century needs of PSC and other legislatures in the region. We will strengthen our existing partnerships with McGill University, University of Nairobi through the Institute of Diplomacy and UNITAR. We will establish strategic

partnerships with a cross section of regional, global parliamentary bodies and development partners and leverage on their skills and experiences. We will achieve the following outcomes through this objective;

- a) Existing partnerships strengthened and sustained;
- b) Collaboration mechanisms with other legislatures, training institutions and professional bodies established and sustained;
- c) New Partnerships with credible development partners identified and forged to complement CPST capacity;
- d) Enhanced outreach and public participation in legislative processes; and
- e) A strengthened and vibrant corporate affairs department.

Chapter five is a summary of the Implementation Framework.

# 5 Chapter 5: 2018- 2022 CPST Implementation Matrix

The responsibility for implementation of the 2018- 2022 Strategic Plan rests on the Executive Director of the CPST, who does so with the support of the Director, Administration, Finance and Corporate Affairs (AFC); and the Director, Curriculum Development, Training and Research (CTR).

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
<b>STRATEGIC PILLAR I: EFFECTIVE REPRESENTATION, LEGISLATION AND OVERSIGHT</b>					
<b>Strategic Objective 1: To Improve the Process of Representation, Legislation and Oversight</b>					
1.	Facilitate efficient and effective operations of the Speakers Offices	a) Capacity build the House Leadership b) Capacity build staff in Speakers' offices	Continuous	Number of training sessions, Training reports	DL&P/EDCPST
<b>Strategic Objective 2: To Strengthen the Capacity of Members of Parliaments to Execute their Constitutional Mandate</b>					
2.	Build capacity of the Members of the Houses	Organise committee- based induction workshops.	2022	Workshop reports	DCS/ ED CPST
		Organise short-term training programs on thematic areas	Continuous	Training reports	DCS/ ED CPST
		a) Undertake Learning Needs Assessment for MPs b) Develop/adjust training curriculum based on training needs c) Develop induction manuals for Parliamentary Committees d) Identify and train resource persons	Continuous	a) Learning needs identified and documented- Report b) Training curricula, modules and materials are available and utilised in training. c) Induction manuals for parliamentary committees	ED CPST/ CTR

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
		<ul style="list-style-type: none"> <li>e) Conduct continuous training programs for members of parliament on budget process, representation, and public participation</li> <li>f) Establish mentoring and coaching programs for Members of Parliament and staff</li> <li>g) Undertake regular curriculum review and improvement</li> <li>h) Develop new training programs based on emerging issues</li> <li>i) Facilitate specialized seminars for members</li> <li>j) Train members on how to leverage on ICT/social media for effective political leadership</li> </ul>		<ul style="list-style-type: none"> <li>d) Pool of capable training resource persons established both from inside and outside parliament</li> <li>e) Members skills and competencies on legislation oversight, representation improved</li> <li>f) Coaching and mentoring programs and teams established</li> <li>g) A dynamic curriculum that meets members changing needs</li> <li>h) New programs meet the emerging needs of members and staff</li> <li>i) Members ICT skills improved</li> </ul>	
3.	Create adequate capacity on budget issues	Facilitate short term trainings for both Members of Parliament and staff of PBO	Continuous	Updated skills and knowledge in budget scrutiny	D PBO/ ED CPST
<b>Strategic Objective 3: To Strengthen Devolution and the Capacity of Devolved Units and Constituency Offices</b>					
4.	Strengthen constituency offices to support Members engagement with their Constituents.	Capacity building for Constituency/County Office staff	Continuous	Number of Constituency/County Office staff trained	DF&A and ED CPST
5.	Capacity building for Constituency and County Offices	Capacity building on M&E for Constituency/County Office staff	Continuous	Number of Staff trained	DF&A and EDCPST
		Develop capacity building programs for technical officers at County level	Continuous	Existing programs	DLS/ED CPST/DDCS/Senate Liaison Office

<b>S/No</b>	<b>STRATEGIES</b>	<b>ACTIVITIES</b>	<b>TIMELINES</b>	<b>INDICATOR/ TARGET</b>	<b>RESPONSIBILITY</b>
6.	Equip the MCAs to effectively participate in the legislative, oversight and representation roles	<ul style="list-style-type: none"> <li>a) Undertake a Learning Needs Assessment for MCAs</li> <li>b) Review the training curriculum based on the 2016 Learning Needs Assessment</li> <li>c) Develop induction manuals based on Committees of County Assemblies</li> <li>d) Identify and train resource persons on delivery of high impact training, mentoring and coaching services</li> <li>e) Facilitate mentoring and coaching programmes for MCAs in collaboration with the Senate through the Senate Led Capacity Building Initiative for County Assemblies (SLCBIC)</li> <li>f) Undertake regular curriculum review and improvement</li> <li>g) Develop new training programs based on emerging needs</li> <li>h) Undertake specialized seminars for members of County Assemblies</li> <li>i) In collaboration with the Senate, participate in the Legislative Summit for County Assemblies</li> <li>j) Support MCAs to leverage on ICT and social media to effectively play their roles</li> </ul>	2022	<ul style="list-style-type: none"> <li>a) LNA reports</li> <li>b) Training curriculum reflects the learning needs identified in the 2016 learning needs assessment</li> <li>c) Induction manuals for committees of County Assemblies finalized</li> <li>d) Mentoring and coaching programmes improve MCAs</li> <li>e) MCAs increased ability to use ICTs and social media</li> <li>f) Training reports</li> <li>g) Activity completion reports</li> <li>h) Work plan reports</li> <li>i) Online resources</li> </ul>	EDCPST/CAF/SOCCA T/CoS
		Organize workshops, seminars, and conferences on specific county thematic issues	Continuous	Strengthened devolution Enhanced service delivery	ED CPST/ED CAF

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
<b>STRATEGIC PILLAR II: EXCELLENCE IN SERVICE DELIVERY</b>					
<b>Strategic Objective 4: To Develop the Capacity and Capability of CPST as a Centre of Excellence in Legislative Studies</b>					
7.	Enhance the CPST policy environment	<ul style="list-style-type: none"> <li>a) Develop CPST policies and procedures (administration, staff, website advertisement policy etc.)</li> <li>b) Develop a system of certification and recognition of quality performance for the courses</li> <li>c) Launch training courses for other partners who work with parliaments</li> <li>d) Seek registration and accreditation by the Ministry of Education as a governance training institute</li> <li>e) Develop and market premier and unique certificate and diploma courses/products such as Hansard Reporting, Legislative Drafting and Leadership</li> <li>f) Develop and market promotional courses for legislatures</li> <li>g) Undertake midterm and end term review of the CPST 2018-2022 Strategic Plan</li> </ul>	Continuous	<ul style="list-style-type: none"> <li>a) Policy documents</li> <li>b) Accredited Courses</li> <li>c) CPST in partnership with other agencies offer a variety of courses for legislatures</li> <li>d) Staff of legislatures access promotional courses from CPST</li> <li>e) Meeting reports</li> <li>f) Mid-term and end-term review report</li> </ul>	ED CPST
8.	Improve the CPST image and profile	<ul style="list-style-type: none"> <li>a) Rebrand CPST</li> <li>b) Develop marketing and</li> </ul>	2022	<ul style="list-style-type: none"> <li>a) CPST Website and social media activities</li> </ul>	EDCPST/AFC

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
		advertising strategies c) Increase CPST social media presence d) Develop the CPST Communications and Outreach Strategy e) Review and improve the CPST website f) Develop regular newsletter, annual reports, publications and promotional brochures, and promotional brochures, materials, and gifts g) Launch and hold regular public lectures on political leadership and governance		b) Activity reports c) Communication and outreach strategy d) Newsletters, publications, and brochures	
9.	Improve performance, learning and communications through ICT and other innovative tools in parliament	h) Establish an ICT unit i) Develop and install ICT tools for training of members of parliament and parliamentary staff on new technologies in parliament j) Build a functional and interactive website k) Publish regular newsletters l) Regularly produce and disseminate policy brief m) Set up an audio typing services unit	2022	g) An operational ICT unit with staff in place h) Functional ICT infrastructure in place and operational i) Functional website in place and in use j) Quarterly newsletters released k) Regular policy briefs released l) Audio typing services unit in place	ED CPST/Dir AFC
10.	Enhance and motivate the CPST workforce	Recruit and orient optimal levels of staff in line with the PSC policies and CPST establishment	2022	Staff recruited and inducted	ED CPST
		Introduce staff incentives such as benchmarking tour opportunities, recognition of merit and progression	Continuous	Staff incentive programme operationalized	ED CPST



S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
		Undertake leadership and management training for Senior Staff	Continuous	Training report	ED CPST
		Undertake staff training in conjunction with the HRD	Continuous	Training report	ED CPST
11.	Strengthen Corporate Affairs Department	<ul style="list-style-type: none"> <li>a) Host visiting parliamentary delegations</li> <li>b) Develop a corporate social responsibility strategy</li> <li>c) Undertake social responsibility activities across the country</li> <li>d) Participate in annual charity activities, ASK shows, national and international events, workshops and forums to market the CPST</li> </ul>	2022	CPST Corporate Affairs Department enhanced	ED CPST / DIR AFC
12.	Enhance training capability of CPST	Develop a certification framework	2019	Certification framework in place	ED CPST/Dir CTR
		Seek accreditation for legislative courses	2019	Accredited Parliamentary Centre	ED CPST/Dir CTR
		Strengthen linkages with other organizations for effective capacity building	Continuous	Number of MoU related courses introduced, End term reports on MoUs	ED CPST/Dir AFC
		Train and develop a pool of both internal and external resource persons	Continuous	ToT conducted every financial year	ED CPST/Dir CTR
13.	Create and sustain an environment that promotes a culture of knowledge and innovation	Undertake capacity building in knowledge and innovation.	Continuous	Increased use and application of research knowledge on key parliamentary issues	ED CPST/Dir CTR
		Undertake impact assessment of legislative training	2021	Impact Assessment Report	ED CPST/Dir CTR
		Review training policies within the legislature	Continuous	Report on capacity building and policy gaps	ED CPST/Dir CTR

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
14.	Enhanced outreach and public participation in Legislative processes	<ul style="list-style-type: none"> <li>a) Participate in forums and strategic exhibitions for marketing PSC and CPST</li> <li>b) Participate in local and external legislative conferences</li> <li>c) Undertake benchmarking visits to local and international legislative bodies</li> </ul>	Continuous	<ul style="list-style-type: none"> <li>a) Publication of outreach materials</li> <li>b) Reports of public outreach and participation activities</li> </ul>	ED CPST/ Dir AFC
15.	Established functional and sustainable research and innovation Programs	<ul style="list-style-type: none"> <li>a) Development of concept note for the establishment of Research and Development (R&amp;D) unit</li> <li>b) Establish a research and development unit</li> <li>c) Recruit appropriate staff for the R&amp;D unit</li> <li>d) Establish a fully equipped and functional library</li> <li>e) Regularly produce and disseminate policy briefs Develop research and capacity building partnership with institutions of higher learning</li> </ul>	2020	<ul style="list-style-type: none"> <li>a) Concept note for Research and Development Unit developed</li> <li>b) Functional research and development unit established</li> <li>c) Library established</li> <li>d) R &amp; D unit staffed, operational and undertaking research</li> <li>e) Easy access to information on legislatures</li> <li>f) Policy briefs and publications available to members regularly</li> </ul>	ED CPST/Dir CTR

**Strategic Objective 5: To Strengthen the Capacity of Staff to Facilitate Members in Discharging their Constitutional Duties in an Effective and Efficient Manner**

16.	Capacity building of staff	Undertake a Joint Training Needs Assessment with the Human Resources Department for parliamentary staff	Continuous	Training needs assessment reports	DAS/ED CPST
		Initiate a Continuous Professional Development Training Program for Parliamentary Staff	2021	Training modules and materials developed	ED CPST
		Develop curricula, modules, and materials for training parliamentary staff	2021	Training materials published	ED CPST
		Develop a pool of resource persons		Resource person databases	ED CPST
		Conduct promotional training Programs	Continuous	A variety of promotional	DAS/ED CPST

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
		for parliamentary staff in conjunction with HRD		courses offered by CPST	
17.	Monitoring and Evaluation of training program	Conduct training impact assessment	2019	Training Impact Assessment report	DAS/ED CPST

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
<b>STRATEGIC PILLAR III: PUBLIC TRUST</b>					
<b>Strategic Objective 6: To Strengthen Parliamentary Diplomacy, Partnerships and Linkages</b>					
18.	Strengthen and sustain partnership in legislative governance	<ul style="list-style-type: none"> <li>a) Operationalize existing MoUs</li> <li>b) Review current partnership agreements for improved synergy</li> <li>c) Hold annual joint-partnership forums</li> <li>d) Undertake joint programs and publications</li> </ul>	Continuous	<ul style="list-style-type: none"> <li>a. Guidelines for collaboration established</li> <li>b. CPST and collaborating partners leveraging on the partnerships to improve parliament performance</li> <li>c. At least 4 annual partnerships forums held during the strategic plan period</li> <li>d. 2-4 joint programs undertaken</li> <li>e. Joint publications undertaken</li> </ul>	ED CPST/ Dir AFC
19.	Harmonize collaboration mechanisms with other Legislatures, training institutions and professional	<ul style="list-style-type: none"> <li>a) Participate in national, regional, and global Network meetings and forums with parliamentary and governance players</li> <li>b) Initiate a process of hosting the PTI secretariat</li> </ul>	Continuous	<ul style="list-style-type: none"> <li>a) Guidelines for collaboration established</li> <li>b) CPST and collaborating partners leveraging on the partnerships to improve</li> </ul>	ED CPST/ Dir AFC

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
	bodies	c) Engage with governance and knowledge networks to improve the work of CPST		parliament's performance	
20.	Build capacity of Members and staff of other Parliaments	a) Conduct a learning needs assessment for members of regional parliaments b) Develop new training programs based on emerging issues c) Conduct training programs for members of Regional parliaments on need basis d) Undertake joint specialized seminars for members	Continuous	a) Learning Needs Assessment report for members of regional parliaments b) Regional training programs designed and delivered c) Regional specialized trainings undertaken	ED CPST/Dir CTR
		a) Commission a rapid learning needs assessment for regional parliamentary staff b) Undertake need based training for staff as requested by regional parliaments	Continuous	a) Learning Needs Assessment report for staff members of regional parliaments b) Training reports	ED CPST/ Dir CTR

#### STRATEGIC PILLAR IV: THE NEED TO EMBRACE AND IMPLEMENT AN E-PARLIAMENT

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
<b>Strategic Objective 7: To Leverage on ICT in all Processes and Operations of Parliament</b>					
21.	Creation of an E-Learning Platform	i. Creation of Content for e-learning courses. ii. Installation of e-learning infrastructure	2022	a. Functional e-Learning platform and information systems b. Staff and Members of Parliament routinely use ICT tools for learning and communications	EDCPST
22.	Establish and ICT Unit	Establish an ICT Unit with requisite staffing levels	2022	An ICT Unit established	EDCPST
23.	E- Newsletter	Publish periodic CPST E-Newsletters	Continuous	Periodic CPST E-Newsletters released	EDCPST

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
24.	CPST Website	Build and maintain an interactive CPST Website	By 2022	Functional and interactive website in place	EDCPST

**STRATEGIC PILLAR VI: PROVISION OF MODERN FACILITIES AND SECURE WORKING ENVIRONMENT FOR MEMBERS AND STAFF OF PARLIAMENT**

**Strategic Objective 8: To Provide Facilities for Members and Staff of Parliament**

S/No	STRATEGIES	ACTIVITIES	TIMELINE	INDICATOR/ TARGET	RESPONSIBILITY
25.	Develop adequate physical infrastructure for the CPST	a) Procure land/building for relocation of CPST	2020	a) Training and accommodation infrastructure developed b) Master Plan c) Asset register d) ICT Training Centre established and operational	ED CPST
		b) Prepare Master Plan for new Centre c) Establish world class training and accommodation facilities d) Develop an ICT Centre for training legislatures	2021 2022		
		Develop appropriate learning infrastructure at CPST	Dec 2020	Existence of lecture halls, library	EDCPST/ CE

**STRATEGIC PILLAR VII: THE NEED FOR ENHANCED FINANCIAL RESOURCES**

**Strategic Objective 9: To mobilize sufficient financial Resources to fund Parliamentary Programs**

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
26.	Sustained engagement with various stakeholders for effective resource mobilization	Internal consultations on CPST budget	Biannually	Agreed work plan	Director, AFC
		Annual work planning session for all AEI holders	Annually	Operational work plans	DF&A/ ED CPST
27.	Enhance CPST financial sustainability	a) Mobilize resources to fast-track mechanisms for rolling out training programs	Continuous	a. CPST raise additional funds from other revenue sources.	ED CPST

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
		b) Develop a financing framework for county assembly trainings and streamline systems of payments from the County Assemblies c) Establish long term partnerships with the County Assemblies for members and staff training d) Undertake at least 2 high profile thematic conferences on political governance every year		b. Framework for financing capacity building for counties established and implemented c. Two thematic conferences held annually and lessons learnt shared d. Financial records	

**Strategic Objective 10: To Enhance Efficiency in Procurement of Goods and Services**

28.	Strengthen efficiency and effectiveness in the procurement process	Undertake Annual Procurement Planning	Annually (By May)	Annual procurement Plans	ED CPST/ Dir. AFC
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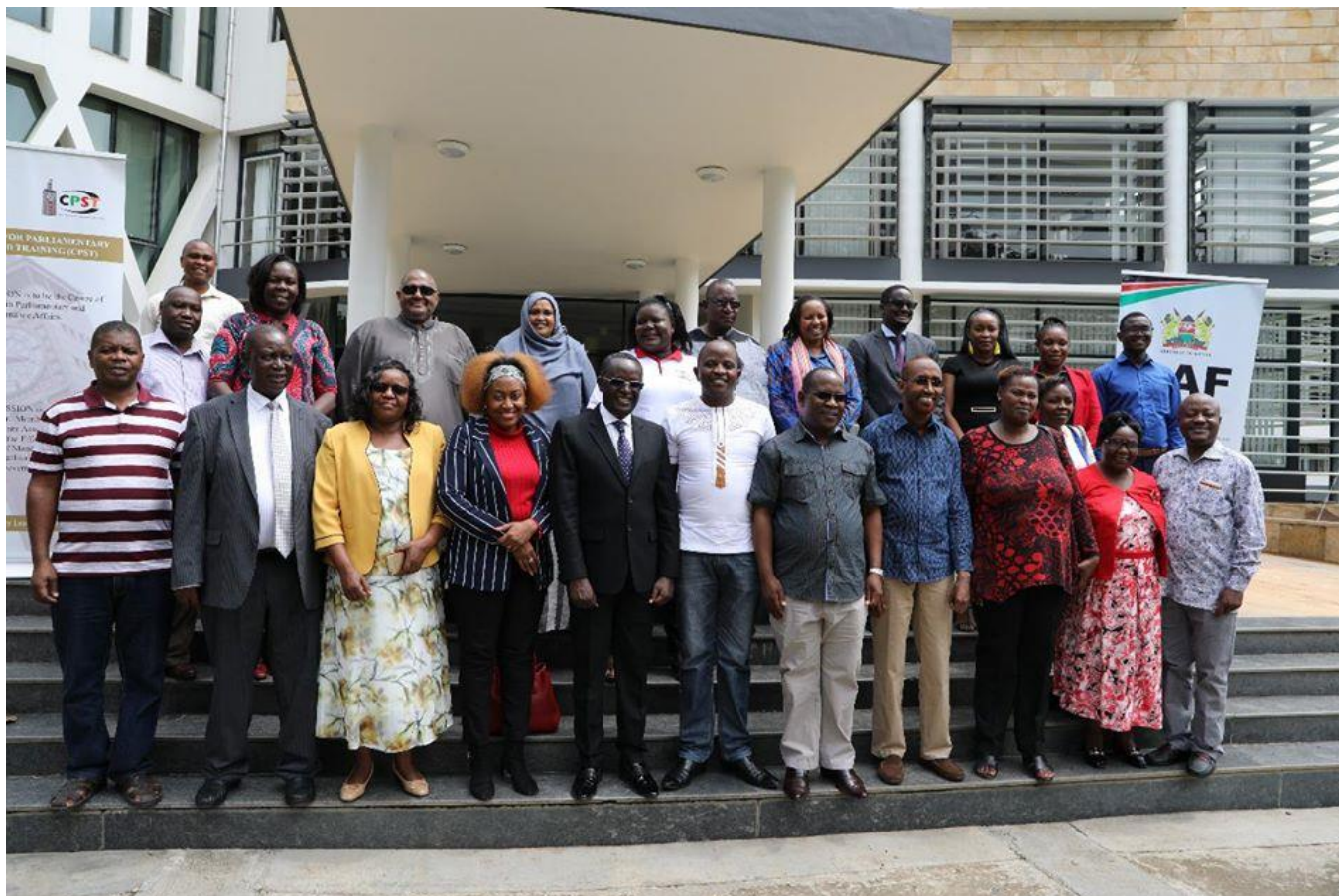
**Strategic Objective 11: To Enhance Efficiency in Resource Utilization, Monitoring and Evaluation**

29.	Strengthen institutional capacity on resource utilization, monitoring and evaluation	Organize capacity building of staff on resource utilization, monitoring and evaluation	Continuous	Number of capacity building programs and workshops	DF&A/ ED CPST
		Establish and manage the CPST asset register	Annually	Asset register produced	DF&A/ EDCPST
		Capacity building on monitoring evaluation and reporting	June 2019	Number of stakeholders trained	SPIC/ DF&A/ EDCPST

# 6

## Chapter 6: Organizational Implications

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**Photo 6: Training for the County Assembly Forum Executive Committee from 17<sup>th</sup> -21<sup>st</sup> December, 2018 at EAC HQ Complex, Arusha, Tanzania conducted by the CPST in collaboration with EALA**

### **6.1 Organizational Development implications**

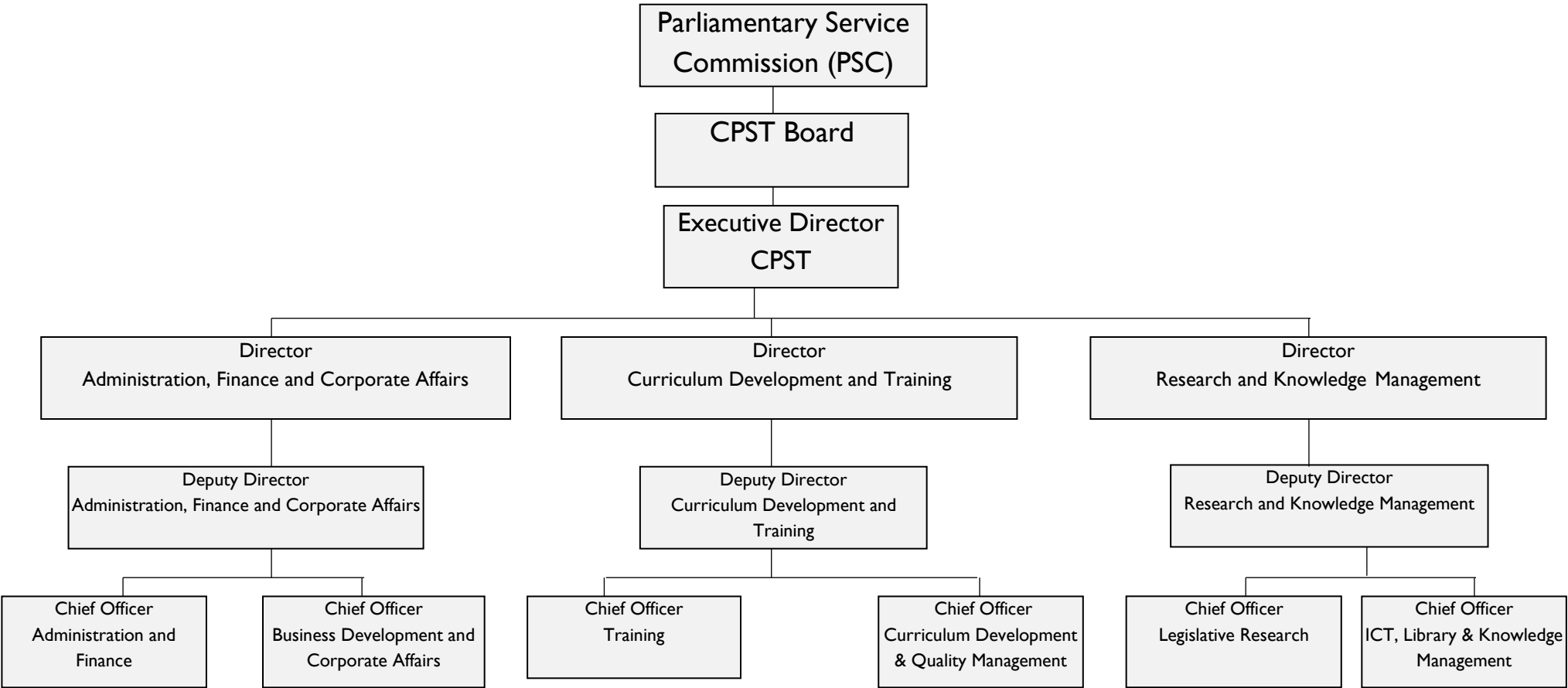
The success of this strategic plan will require close collaboration between the CPST and all the directorates in the PSC and within the CPST directorates. The PSC staff will be critical in the process since they will be trainees and/or trainers/facilitators of the CPST programs.



Management agreements with the respective departments will be made and broad action plans on operationalizing them documented. Additional staff will be recruited based on the growing needs of the Centre as indicated in the proposed structure.

The CPST will require financial, human, and material resources to effectively implement this strategic plan. Our revenue sources are largely from PSC allocations, fees from courses offered by the Centre and grants from our development partners. The CPST will ensure prudent use, accountability and reporting of all these resources. Our roles and responsibilities will be guided by the proposed organizational structure shown in the next page.

**ORGANIZATION STRUCTURE**



## **6.2 Monitoring, Evaluation and Learning**

The overall purpose of monitoring and evaluation (M&E) is to track inputs, activities (processes) outputs and outcomes of strategic plan implementation. This process will ensure that resources are spent as planned within the framework of strategic plan projections and budgets; and that activities take place as planned within the planned time frames to realize the stated outcomes.

Annual Work Plans will be the basis for execution of this strategic plan, and they will inform the performance contracting with PSC. Each department will derive their operational plans and activities from the Annual Work Plan which will then be cascaded downward to individual work plans. The Individual Work Plans will be the basis for performance appraisal.

The CPST Board of Management will ensure regular evaluation and reporting on all programmes and strategies that will be implemented during the planning period.

The CPST will strengthen its current monitoring, evaluation framework and ensure that learning is incorporated in the framework.

This plan was meant to be reviewed by mid-2020 and this review has been completed in July 2020. At the end of the plan in 2022, the CPST will undertake a final evaluation to determine the overall success, lessons learnt and recommendations for the next strategic plan.

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# Annexures

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## **A. PSC Members**

The Hon. Justin Muturi, EGH, MP, Speaker of the National Assembly and Chairman, PSC	
The Hon. Dr. Naomi Shaban, EGH M.P	- Vice Chair
The Hon. Beth Mugo, EGH, CBS, M.P.	- Member
The Hon. Adan Keynan, CBS, M.P.	- Member
The Hon. George Khaniri, MGH, M.P.	- Member
The Hon. Benson Momanyi, M.P.	- Member
The Hon. Aisha Jumwa, M.P.	- Member
The Hon. Aaron Cheruiyot, M.P	- Member
The Hon. Samuel Chepkong'a, CBS	- Member
The Hon Rachel Ameso	- Member
Mr. Jeremiah. M. Nyegenye, CBS - Clerk of the Senate Secretary to PSC- Secretary	

## **B. CPST Board Members**

The Hon. Dr. Naomi Shaban, EGH, M.P	- Chair
The Hon. Beth Mugo, EGH, M.P	- Member
The Hon. Adan Keynan, CBS, M.P.	- Member
The Hon. Aaron Cheruiyot, M.P	- Member
The Hon. Samuel Chepkong'a, CBS	- Member
The Hon Rachel Ameso	- Member
Prof. Amb. Maria Nzomo, EBS, MBS	- Members
Mr. Jeremiah. M. Nyegenye, CBS- Clerk of the Senate/Secretary to PSC- Member	
Mr. Michael Sialai, EBS - Clerk of National Assembly	- Member
Mr. Clement Nyandiere - Director General	- Member

## **C. Board of Senior Management Members**

Mr. Jeremiah. M. Nyegenye, CBS – Clerk of the Senate Secretary to PSC - Chair	
Mr. Michael Sialai, EBS – Clerk of National Assembly	- Member
Mr. Clement Nyandiere – Director General	- Member
Mrs. Phillis Makau, OGW – Director Parliamentary Budget Office	- Member
Prof. Nyokabi Kamau – Executive Director	- Member
Mr. Mohamed Ali, MBS –Deputy Clerk Senate	- Member
Ms Eunice Gichangi - Deputy Clerk Senate	- Member
Mr. Jeremiah Ndombi - Deputy Clerk NA	- Member
Mrs. Serah Kioko - Deputy Clerk NA	- Member

## **D. CPST Board of Management**

- Prof. Nyokabi Kamau - Executive Director (Chairperson)  
Dr. George Wakah - Director, Administration, Finance & Corporate Affairs  
Dr. Philip Buchere - Director, Curriculum, Training & Research  
Mrs. Shadia Faryd - Deputy Director/ Head PSC Secretariat  
Mrs. Esther Kamau - Deputy Director, Directorate of Information & Research Services/  
Chief Librarian  
Ms. Mary Chesire - Deputy Director, Committee Services, Senate  
Mr. Masai Lekipaika - Deputy Director, Human Resources Services  
Mr. Nicholas Emejen - Deputy Director, Committee Services, National Assembly  
Ms. Linet Misati - Chief Business Development & Corporate Affairs Officer (Secretary)

## **E. CPST STRATEGIC PLAN 2018-2022 – PLANNING WORKSHOP AT SIMBA LODGE - 1<sup>ST</sup> TO 4<sup>TH</sup> MARCH, 2017**

### **LIST OF PARTICIPANTS**

#### **Board Members**

1. Dr. Lornah Mutoro Mumelo, HSC - Member (Served as Commissioner from 2014-2020)
2. Prof. Amb. Maria Nzomo, EBS, MBS - Member
3. Mr. Jeremiah Nyegenye, CBS - Clerk of the Senate/Secretary, PSC
4. Mr. Justin Bundi, CBS - Clerk of the National Assembly
5. Prof. Nyokabi Kamau - Executive Director/Secretary, CPST Board

#### **Directors and Chairs of Training Committees**

6. Mr. Clement Nyandiere - Director General, PSC
7. Dr. George O. Wakah - Ag. Director Finance and Accounting
8. Mr. Paul Ngetich - Director, Research and Information/ Chair,
9. Mr. Njenga Njuguna - Director, Committee Services – Senate
10. Mr. Njenga Ruge - Deputy Director, L&P Senate
11. Mr. Douglas Ng'ang'a - Director, Administrative Services
12. Mr. Masaai Lekipaika - Human Resource Development Officer
13. Ms. Noor Ghalghan - Principal Clerk Assistant

#### **CPST Staff**

14. Dr. Phillip Buchere - Director, Curriculum, Training & Research
15. Dr. Martin Mbewa - Research Officer - CPST
16. Mr. Mudii Aradi - Public Communications officer
17. Mr. Abdulmajid Ali - Senior Assistant Hansard Editor
18. Mr. Anthony Ngugi - ICT Officer I

- |                         |                           |
|-------------------------|---------------------------|
| 19. Mr. Abdile Osman    | - Research Officer – CPST |
| 20. Mr. Shem Obaigwa    | - Accountant I            |
| 21. Margret Kanyuku     | - Executive Secretary     |
| 22. Ms. Lydia Mutenyo   | - Personal Secretary      |
| 23. Ms. Jane Kawira     | - Personal Secretary      |
| 24. Mr. Joseph Mugeni   | - Security Supervisor I   |
| 25. Mr. Henry Leseina   | - Security Supervisor II  |
| 26. Mr. Ibrahim Otieno  | - Office Assistant        |
| 27. Ms. Mary Mwakoma    | - Receptionist            |
| 28. Mr. Moses Ambani    | - Catering Staff          |
| 29. Ms. Jackline Miyawa | - Catering staff          |
| 30. Ms. Monica Wangui   | - Office Assistant        |
| 31. Mr. Patrick Asonga  | - Office Assistant        |
| 32. Mr. Thomas Asuna    | - Driver                  |
| 33. Mr. Godfrey Pasiany | - Driver                  |

### **Workshop Facilitators**

- |                              |              |
|------------------------------|--------------|
| 34. Ms. Mary Njenga – Murimi | - Consultant |
| 35. Mr. Jason Oyugi          | - Consultant |

### **Business partners**

- |                       |       |
|-----------------------|-------|
| 36. Ms. Anne Nyambura | AWEPA |
|-----------------------|-------|

## **F. Board Members and Staff in Dubai ESAMI Training for final review.**

- Hon. Dr. Naomi Shaban, EGH, MP, Vice Chair PSC, Chair CPST Board  
 Hon. Aaron Cheruiyot, M.P – Member  
 Hon Dr. Lorna Mumelo, HSC, - Member  
 Prof. Amb. Maria Nzomo, EBS, MBS - Member  
 Mr. Michael Sialai, EBS – Clerk of National Assembly  
 Dr. George Wakah - Ag. Director Finance and Accounting  
 Mr. Martin Mutua – Chief Media Relations Officer  
 Mr. Shem Obaigwa – Accountant I  
 Mr. Peter Mwangangi – Assistant Clerk, PSC Secretariat



# Members of the CPST Board

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Hon. (Dr.) Naomi Shaban, EGH,  
MP Chair CPST Board



Sen. Beth Mugo, EGH,  
CBS, MP



Sen. Aaron Cheruiyot,  
MP



Hon. (Dr.) Adan  
Keynan, CBS, MP



Hon. Samuel  
Chepkong'a, CBS



Hon. Rachel Ameso



Prof. Amb. Maria Nzomo,  
EBS, MBS, Director IDIS



Mr. Jeremiah M. Nyegenye,  
CBS, Clerk of the Senate /  
Secretary PSC



Mr. Michael Sialai, EBS  
Clerk of the National  
Assembly



Mr. Clement  
Nyandiere, Director  
General Parliamentary  
Joint Services



Prof. Nyokabi Kamau  
CPST Executive  
Director Secretary to  
the Board



REPUBLIC OF KENYA



# STRATEGIC PLAN 2018-2022

(Revised and Updated August, 2020)