



**Parliamentary Service Commission
Centre for Parliamentary Studies and Training (CPST)**



**CPST STRATEGIC PLAN
2023 - 2030**



Vision

Democratic and people centered parliament

Mission

To facilitate Members of Parliament to efficiently and effectively discharge their constitutional mandate of representation, legislation and oversight

Core values

Professionalism

Impartiality

Responsiveness

Integrity and Accountability

Cooperation and Consultation

Inclusiveness

STRATEGIC FOCUS OF THE CPST



Vision

A Global Centre of Excellence in Legislative Governance



Mission

To enhance capacity development for effective and efficient functioning of Parliament, Legislative Assemblies, and other key stakeholders.



Core Values

Professionalism - We shall endeavour to maintain a high level of competence and teamwork in execution of our duties and responsibilities

Impartiality - We shall remain objective and non-partisan in the delivery of our services

Excellence - we shall strive to provide quality service to our customers and clients

Accountability and integrity - we shall be open and transparent in all our dealings with our stakeholders

Tagline: Training for quality leadership and governance

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LIST OF ABBREVIATIONS AND ACRONYMS

ACP-EU	African, Caribbean and Pacific - European Union
AWEPA	European Parliamentarians with Africa
CPST	Centre for Parliamentary Studies and Training
ICT	Information Communication Technology
KPI	Key Performance Indicator
LNA	Learning Needs Assessment
MCA	Member of County Assembly
M & E	Monitoring and Evaluation
PTI	Parliamentary Training Institutes
PFM	Public Finance Management
PSC	Parliamentary Service Commission
TNA	Training Needs Assessment

FOREWORD



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 processes in Kenya, thus creating opportunities for citizens' engagement in public affairs.

The intention is to increase government accountability and improve the capabilities of frontline institutions to undertake their constitutional mandates more effectively and efficiently.

The Parliamentary Service Commission is established under article 127(6) of the Constitution of Kenya 2010 and is mandated to among other functions; provide services and facilities to ensure the efficient and effective functioning of Parliament. In furtherance to its mandate, the Commission established the Centre for Parliamentary Studies and Training (CPST) as its capacity-building arm through the Parliamentary Service (Centre for Parliamentary Studies and Training) Regulations, 2011.

The Parliamentary Service (Centre for Parliamentary Studies and Training) (Amendment) Regulations, 2016 further expanded the mandate of the CPST to include capacity building for the County Assemblies and to other Parliaments in the East African Community, the Great Lakes Region, the rest of Africa and any others who may be interested in gaining appreciable knowledge on parliamentary matters. Currently, the establishment of the CPST is anchored in Section 34 of the Parliamentary Service Act, 2019.

The CPST Board (herein referred to as the Board) has from the year 2013, developed five-year operational strategic plans to make implementation of the Parliamentary Service Commission Strategic Plan by the CPST more focused and relevant to the mandate of the CPST. These operational Plans guide in the execution of CPST's legal mandate and improved resource utilization.

This CPST Strategic Plan 2023-2030 is the third operational plan which operationalises the smooth implementation of the Parliamentary Service Commission Strategic Plan 2019-2030. It builds on the experiences, achievements as well as lessons learnt following successful

implementation of the CPST Strategic Plan 2017-2022 and incorporation of the recommendations made from the midterm review to align the preceding CPST Plan to the Parliamentary Service Commission Strategic Plan 2019-2030.

CPST Strategic Plan 2023-2030 continues to affirm the capacity of the CPST in the area of research and training for quality leadership and governance for legislatures within Kenya and in the region. As a consequence, this has necessitated a demand for the expansion of the facilities at the Centre to address the increased demand for capacity building needs for legislative training and capacity development for the core clients and other stakeholders of the CPST.

The development of this CPST Strategic Plan 2023-2030 is a clear demonstration of the PSC's commitment towards capacity building for the legislatures in Kenya. With an increasingly changing political landscape and an ever-increasing public awareness of citizen's rights and pressure for effective service delivery, the CPST is challenged to remain alert and focused on the complex capacity needs.

As a Chair of the Parliamentary Service Commission, I offer my commitment to the smooth implementation of this operational plan. I trust that by the end of the planning period, 2030, The CPST will have occupied the ultra-modern training and research facility currently under construction on Lang'ata East Road, in the Karen area of Nairobi. With such modern facilities, Kenya will take its rightful place as the leader in capacity building on Parliamentary Democracy in Africa and beyond.

RT. HON. DR. MOSES WETANGULA, EGH, MP
SPEAKER OF THE NATIONAL ASSEMBLY AND
CHAIR OF THE PARLIAMENTARY SERVICE COMMISSION

WORD FROM CHAIRPERSON OF THE CPST BOARD



The Centre for Parliamentary Studies and Training (CPST) is the capacity-building arm of the Parliament of Kenya under provisions of Section 34 of the Parliamentary Service Commission Act, 2019; the Parliamentary Service (Centre for Parliamentary Studies and Training) Regulations, 2011 and the Parliamentary Service (Centre for Parliamentary Studies and Training) (Amendment) Regulations, 2016.

CPST Strategic Plan 2023-2030 covers the financial years 2023/2024 to 2029/2030. The plan builds on the experiences, achievements as well as lessons learnt from the implementation of 2013-2017 and the 2017-2022 operational plans that have guided the operations of the CPST for the last ten years.

Implementation of this plan will be guided by the CPST's vision of being ***“a Global Centre of Excellence in Legislative Governance”***. Our commitment is for the CPST to continue playing a vital role in the realization of the PSC's Strategic pillar on enhancing the capacity of members and staff of parliament to achieve excellence in service delivery. Further, the CPST will continue to play a key role towards achieving the PSC's constitutional mandate as stipulated in article 127 (6) (d) “undertaking, singly or jointly with other relevant organisations, programmes to promote the ideals of parliamentary democracy”. The CPST does this by entering into various working agreements with relevant institutions that have relevant experience in capacity building and research especially on parliamentary matters.

On my behalf and that of the entire CPST Board, congratulations to the CPST secretariat under the leadership of the Executive Director, Prof. Nyokabi Kamau for ensuring that this plan was prepared as per the timelines given by the Board. I invite Members and Staff of Parliament and County Assemblies and all other CPST stakeholders to participate in the various programmes that CPST commits to line up for the various groups. Together we shall make CPST ***“A Global Centre of Excellence in Legislative Governance.”***

HON. RACHEL AMESO
CHAIRPERSON, CPST BOARD

ACKNOWLEDGEMENTS



The Centre for Parliamentary Studies and Training (The CPST) wishes 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), Rt. Hon. Dr. Moses Masika Wetangula, EGH; the CPST Board under the leadership of the Chair, Hon. Rachael Ameso; the PSC Board of Senior Management, under the leadership of the Secretary to the Parliamentary Service Commission,

Mr. Jeremiah Nyegenye and the alternate Chairperson, the Clerk of the National Assembly, Mr Samuel Njoroge; and the members and Staff of PSC. The Development of this Third CPST Strategic Plan has taken a lot of effort and dedication from many people to make it a success.

In particular, we are grateful to our 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) and the United Nations Institute for Training Research (UNITAR), County Assemblies Forum (CAF), Society of Clerks at Table (SOCCAT, Kenya) among others for their continued support to the CPST.

We register our gratitude and acknowledgement to 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 third Strategic Plan. Thanks to all staff who gave their time and expertise to improve this plan and in a special way to Dr. George Wakah, the CPST's Director of Administration, Finance and Corporate Affairs who led the committee that was tasked to work on this plan. A list of all the staff is attached for reference. A special thanks to the entire CPST team who work tirelessly every day to ensure that CPST continues to move towards our vision of becoming "*A Global Centre of Excellence in Legislative Governance*".

PROF. NYOKABI KAMAU, PHD, EBS
EXECUTIVE DIRECTOR,
CENTRE FOR PARLIAMENTARY STUDIES AND TRAINING

EXECUTIVE SUMMARY

This strategic plan has been developed to operationalize the implementation of the Parliamentary Service Commission 2019 – 2023 strategic plan by the CPST in line with its legal mandate. This CPST Strategic Plan 2023-2030 is anchored on the first, second and third Strategic Pillars of Effective Representation, Legislation, and Oversight; Excellence in Service Delivery; and Public Trust of the Parliamentary Service Commission 2019 - 2023 respectively and the Legislative Training and Knowledge Management budgeting programme being implemented by the CPST.

The Centre is guided by the vision, ‘A Global Centre of Excellence in Legislative 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 the public’. In delivering the mission, CPST is guided by the core values that will be the bedrock of the Centre’s work, these are; professionalism, impartiality, excellence, accountability and integrity.

In the next seven (7) years, the CSPT will be guided by four Strategic Pillars; Effectiveness in Capacity Building, Excellence in Service Delivery, Institutional Development, and Partnerships and Collaborations. Successful implementation of these four strategic pillars will enable the Parliamentary Service Commission to achieve its vision of a democratic and people-centred parliament and its mission to facilitate Members of Parliament to efficiently and effectively discharge their constitutional mandate of representation, legislation and oversight through innovative capacity development programmes that will be rolled out by the CPST.

The implementation matrix will guide monitoring, evaluation, and reporting on the performance of this CPST Strategic Plan 2023-2030 on a quarterly and annual basis. There will also be a midterm and terminal review of the performance of this plan in the years 2027 and 2030 respectively. Lessons learnt from this performance evaluation will guide the CPST’s direction post-2030.

Members of the CPST Board



The Hon. Rachel Ameso, MP

Board Chair



Sen. Joyce Korir, M.P.

Board Member



**Hon. Patrick Makau
King'ola, EBS, M.P.**

Board Member



**The Hon. Mishi Juma Khamisi
Mboko, M.P.**

Board Member



**The Hon. Faith Wairimu
Gitau, M.P.**

Board Member



**The Hon. Mohamed Ali
Mohamed, HSC, M.P.**

Board Member



**Sen. Nderitu
John Kinyua**

Board Member



Prof. Amb. Maria Nzomo

Board Member



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

Board Member



**Mr. Samuel Njoroge,
Clerk of the National
Assembly**

Board Member



**Mr. Clement Nyandiere,
Director General Parliamentary
Joint Services**

Board Member



**Prof. Nyokabi Kamau, EBS
CPST Executive Director**

Secretary to Board

1. INTRODUCTION



Photo1: Members of the CPST Board and CPST staff during the 3rd annual national Parliamentary Symposium: 26th -27th May 2023 in Naivasha

The Centre for Parliamentary Studies and Training (CPST) was established by the Parliamentary Service Commission (PSC) in December 2008) as a specialized resource Centre for the training and capacity development of both the Members and staff of Parliament. The CPST operates under Legal Notice No.95 of July 22, 2011. These Regulations were amended through Legal Notice No.20 of 2016 to expand the mandate of the CPST to include capacity building for Members and staff in the forty-seven (47) county assemblies of Kenya. These regulations form the basis of the following legal mandate of the CPST:

- (a) conduct courses for the exposition and enhancement of the knowledge, skills and experience of members of Parliament and staff of the parliamentary service;
 - (b) conduct courses on parliamentary matters to other persons as may be approved by the Board;
 - (c) provide directly, or in collaboration with other institutions of higher learning, facilities for parliamentary research, studies and training;
 - (d) participate in the preservation and transmission of parliamentary knowledge in Kenya;
- Kenya Subsidiary Legislation, 2011 275

- (e) conduct examinations for, and grant, academic awards as may be necessary;
- (f) contribute to the effective and efficient execution by Parliament of its roles and functions in democratic governance;
- (g) prepare modules of training on legislation, representation and the oversight roles of Parliament, in collaboration with the National Assembly and the Senate, other national or supranational Parliaments, and other centres or institutes executing similar mandates;
- (h) Undertake any other business which is incidental to the performance of any of the foregoing functions.

The CPST draws its strategic and policy direction from the Parliamentary Service Commission through the CPST Board. The Board has therefore developed this strategic plan in order to operationalise implementation of the Parliamentary Service Commission Strategic Plan 2019-2030. The CPST has just completed implementation of the CPST Strategic Plan 2018-2023. Development of this CPST Strategic Plan 2023-2030 has been occasioned by the following factors:

1. The 2022 General Election that led to new leadership both at the Parliamentary Service Commission and the CPST Board. This operational plan will enable the new leadership to align to the CPST with the manifesto and development plan agenda for Kenya.
2. At its meeting held on Tuesday 30th August 2022, the CPST Board while considering the Board Paper No. 134 and concept note on drafting CPST strategic Plan 2022-2027 recommended that a new strategic plan to cover the financial years 2022/2023 to 2029/2030.
3. Successful implementation of the second CPST Strategic Plan 2018-2023 and the need for a new operational plan to ensure that the strategic objectives relevant to the CPST in the Parliamentary Service Commission Strategic Plan 2019-2030 are successfully achieved.
4. A chance to review the manner in which the CPST works to deliver on the Parliamentary Service Commission Strategic Plan 2019-2030 based on report of

the review of CPST Strategic Plan 2018-2023 that took place during the CPST general staff retreat in September 2021.

The CPST considered all these factors when drawing up this plan.

2. OPERATING CONTEXT AND SITUATIONAL ANALYSIS



Photo2: The Right Hon. Moses Wetangula, Speaker of the National Assembly meets the management of the CPST.

2.1 Introduction

Whereas the CPST has made tremendous and considerable progress in the implementation of her legal mandate of capacity-building enhancement, the results of the CPST's strategic direction 2023-2030 are informed by changes and trends in both the internal and external operating context, stakeholder needs and our internal strengths and potential. This section covers the situational analysis as well as the operational context which involved the assessment of both internal and external factors that could affect the implementation and performance of this strategic plan.

The analysis was conducted using various tools and approaches in strategic planning, namely: Stakeholder Analysis; Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis; Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis; Stakeholders analysis; and Risk analysis. Through SWOT analysis the CPST's internal and external environments were scrutinized. The PESTEL analysis examined other contextual factors that have the potential to affect the performance of the CPST either positively or negatively while the Stakeholders Analysis identified parties who are closely interested in what the CPST does, the nature of relationships, linkages

and strategies for engagement. The risk analysis assessed the factors that are precarious to the implementation of this strategic plan, with possible mitigation measures being highlighted.

2.2 Stakeholder Interests and Expectations

CPST's core responsibility is to provide capacity-building services and undertake research and knowledge management to enhance the capacity of Members and staff of Parliament to be effective and efficient in the execution of their constitutional mandate. To execute this mandate, the CPST has developed strong linkages with other stakeholders such as the Senate, the National Assembly, the East African Legislative Assemblies (EALA), County Assemblies, Ministries, government departments, private sector and Non-Governmental Organizations, other Parliamentary Training Institutions among others all who have a variety of expectations from CPST. The CPST will ensure that these expectations are adequately addressed in this plan.

Table 1: Stakeholders' Analysis

Name of Stakeholder	Interests/Expectations
Members of Parliament	<ul style="list-style-type: none"> ◆ Quality training and induction; ◆ Skills in effective and sustainable strategies for serving constituents; ◆ Document MPs' contributions in parliament for learning and posterity; ◆ Involve high-profile Kenyan and global personalities who have made impacts in Parliaments to speak to MPs regularly and undertake regular high-profile training and talks from renowned speakers on best practices in legislation, representation and oversight; ◆ Mentorship to new Members of Parliament ◆ Establish innovative strategies for training MPs taking cognizance of their busy schedules. Short 2-hour high-energy and focused training sessions would be attractive; ◆ Use e-learning platforms to enhance capacity development. ◆ Regular consultations with members on training needs and planned training programs; ◆ Provide academically certified courses; ◆ Regularly utilize former MPs as resource persons for the training.
Parliamentary Service Commission	<ul style="list-style-type: none"> ◆ Adherence to the guidelines that established CPST; ◆ Provide value for money; ◆ Quality capacity-building initiatives to meet the needs of the clients; ◆ Support the PSC to fulfil its mandate in capacity building of

	Members and Staff.
Staff	<ul style="list-style-type: none"> ◆ Training for personal development and promotion; ◆ Engage staff as resource persons for training on parliamentary procedures and law making and other relevant areas; ◆ Create a cadre of high-profile trainers from senior staff who retire from the service.
County Assemblies	<ul style="list-style-type: none"> ◆ Quality and relevant training on their roles; ◆ Mentoring opportunities from CPST trained resource persons; ◆ Provide benchmarking exposure visits to national and regional parliaments and peer learning.
Development Partners	<ul style="list-style-type: none"> ◆ Innovative products and best practices in parliamentary training; ◆ Collaboration in capacity-building initiatives; ◆ A trustworthy partner who provides value for money.
Government of Kenya	<ul style="list-style-type: none"> ◆ Partnership on training for improved governance; ◆ Relevant capacity development for public service staff; ◆ Value for money and efficiency.
Universities and governance entities	<ul style="list-style-type: none"> ◆ Collaborative initiatives; ◆ Trusted partner in undertaking joint research and programmes; ◆ Knowledge management and publications.
Public	<ul style="list-style-type: none"> ◆ Outreach on parliamentary processes; ◆ Demystify parliament and roles played by members; ◆ Understand the needs of the public for more effective representation. ◆ Research and development
The media	<ul style="list-style-type: none"> ◆ Access to information on parliament; ◆ Capacity building on parliamentary reporting; ◆ Joint projects for improving governance. ◆ Sensitization of the public on new legislations
Parliaments outside Kenya	<ul style="list-style-type: none"> ◆ Innovative and quality capacity-building programs; ◆ Exposure visits to Kenya parliament; ◆ Information sharing; ◆ Capacity development.

2.3 Internal Context of the CPST

CPST has grown as a professional organization that has a committed board and staff. Since the year 2008, CPST has established systems, structures and work processes which have enabled the Centre to achieve success in providing quality capacity-building programs. As a growing organization, there are internal challenges that have to be continuously addressed while taking advantage of the strengths and opportunities from the internal and external environment.

Table 2: SWOT Analysis

Strength	Weaknesses
<ul style="list-style-type: none"> • Anchorage of the CPST in law and supporting statutory instrument; • Government funding of the CPST under the Research and Knowledge Management Programme. • A visionary and supportive CPST Board; • Existence of policy • Operational guidelines anchored in regulations • Support from PSC and a strong funding base; • A strong Commitment by the PSC to have members and staff trained by the CPST; • An expanding budgetary allocation for recurrent and development expenditure; • A brand that is recognized in the country and the region; • Motivated and professional staff; • Ability to generate revenue from the courses; • Ability to design and deliver quality training • A pool of diverse facilitators who are highly skilled, competent and well-versed in their respective thematic areas of specialization • The “CPST Way” which has made the training successful; • Ability to establish and maintain partnerships with national and international universities, organizations and clients; • Vibrant website and social media platforms that are effectively used while engaging with stakeholders 	<ul style="list-style-type: none"> • Poor linkage with other directorates in the assessment of training needs • Inadequate physical infrastructure and training facilities; • Limited number of staff in post compared to approved establishment • Weak Monitoring and Evaluation system • Inadequate adoption of ICT in the training process • Institutional Policies not reviewed regularly. • Clients not paying fees on time • Increased internal competition • Challenges in the procurement of training facilities outside the country • Inadequate policy framework to support international training • Slow operationalization of the marketing department
Opportunities	Threats
<ul style="list-style-type: none"> • The Bicameral Structure of Parliament is an opportunity to design programs that meet the needs of these institutions; • Existence of a devolved system of Government for the Legislative arm through the County Assemblies • Lack of a well-developed Parliamentary Training Institute within the region • Existence of opportunities for 	<ul style="list-style-type: none"> • Resource constraints amid the ever-increasing needs; • Competition from other academic institutions which have introduced legislative programmes; • Rapid change in technology and information needs requiring regular changes to programming. • Negative perception by the public about

collaboration and partnership <ul style="list-style-type: none"> • Membership of the Parliament of Kenya in international and regional Parliamentary Associations such as CPA, IPU, Parliamentary network, ACP-EU, PAP, ECOWAS; • Resource hub of training professionals. • Limited understanding by citizens on the role of Parliament 	Parliament <ul style="list-style-type: none"> • Weak forum for county Assemblies engagement • Competition for limited financial resources by government institutions • Growing interest by other Parliaments to establish parliamentary Training Institutes offering an opportunity for building a network of PTIS
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2.4 External Context of the CPST

External context relates to issues that CPST has little or no control, yet they affect the organization's operations. The external context is analysed using the PESTEL model that constitutes the Political, Economic, Socio-cultural, Technological, Ecological and Legal issues impacting the Strategic Plan for the next seven (7) years and beyond. These issues may affect the implementation of this strategic plan and thus the need to analyse and establish the effect on CPST functions.

Table 3: PESTEL Analysis

Factor	Description of Issues	Effect/ Response by CPST
Political	Constitution of Kenya 2010 and Parliamentary Service Act No. 10 of 2000	<ul style="list-style-type: none"> ◆ Stringent requirements for the implementation of the Constitution of Kenya 2010 ◆ Stringent requirements for legal compliance based on the current litigious society given that our trainers are persons of interest in terms of compliance with existing and future legal frameworks ◆ Devolved system of governance with legislators in different contexts that need to be trained, namely National Assembly, Senate and County Assemblies
	Increased democratic space and heightened political awareness amongst Kenyans	<ul style="list-style-type: none"> ◆ Political stability and effective leadership ◆ An informed electorate that has increased the chances of election of informed leaders ◆ Regular needs assessment to update training content and delivery methodology
	New Legislators [MPs, Senators & MCAs]	<ul style="list-style-type: none"> ◆ Increased workload in the orientation of new members ◆ Increased demand for capacity building on legislation
	◆ High turnover of elected members	<ul style="list-style-type: none"> ◆ Increased captive market for the CPST training

	<ul style="list-style-type: none"> ◆ Established political cooperation and alliances, that is, EALA, PAP, CPA, IPU 	<ul style="list-style-type: none"> ◆ Creation of opportunities for the CPST to market training programmes and products
	Emerging and dynamic political structures, coalitions and status of the opposition	<ul style="list-style-type: none"> ◆ Increased opportunities for partnerships and collaborations in capacity building of the various caucuses to foster National Unity
Economic	Wider global outreach	<ul style="list-style-type: none"> ◆ CPST should seek to serve not only the Kenyan parliament and County Assemblies but also other regional Parliaments and all those interested in gaining an appreciable knowledge of parliament. ◆ 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 the delivery of services and CPST must develop programmes and research initiatives that help to curb corruption.
Socio-cultural	Increased awareness of social equity	Agitation for equity in the distribution of resources in CPST undertakings
	High population growth rate	A strain on available resources leading to a small budget allocation to CPST programmes.
	Increased movement of skilled human resources globally	CPST to engage highly qualified and competent persons to train the legislators
Technological	Growing use of ICT	The need for CPST to integrate ICT in all its functions
Environmental	Increased ecological and environmental awareness	<ul style="list-style-type: none"> ◆ Include training on legislation relating to ecological and environmental issues ◆ The need to continuously monitor the environmental impact of CPST Master Plan implementation
Legal	Enhanced role of Parliament in creating new legislation	Enhanced participation by Legislators in proceedings, oversight and legislative processes

	Constitutional amendments	New opportunities for sensitization on the constitutional amendments and capacity building on the same.
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2.5 Emerging Issues

(a) African Union (AU) Agenda 2063

AU Agenda 2063 provides a strategic framework for the transformation of Africa and to strategically place its countries on the path of economic growth and development. This economic blueprint identifies the aspirations and goals that Africa must achieve to be competitive in the international arena by 2063.

Critical skills and a change of mindset are needed for the desired transformation envisioned in Agenda 2063 to be achieved. The CPST is expected to play a critical role in its capacity development within Africa to ensure not only the attainment of the UN Sustainable Development Goals (SDGs) and aspirations stipulated in Agenda 2063.

The CPST is also intended to ensure that its capacity-building programmes lead to new knowledge, change of attitudes and mindsets governance. The CPST will be expected to design training and capacity-building initiatives aimed at offering practical interventions aimed at the realization of AU Agenda 2063.

Among critical issues that the CPST must pay attention to while designing capacity-building programmes for effectiveness include cross-cutting issues at individual, organizational and institutional levels. These include key elements important to the realization of AU Agenda 2063 such as domestic resource mobilization, the importance of gender equality and youth, knowledge and skills and maintaining good coordination of efforts by various capacity-building institutions across Africa.

(b) Consensus building with other Parliamentary Training Institutes



Photo 3: The Speaker of the East African Legislative Assembly, Hon. Martin Ngoga, flanked by the Chairperson of the PSC, Hon. Justin Muturi, and other dignitaries during the Launch of the East African Parliamentary Institute (EAPI) at the CPST Karen grounds

The CPST is currently housing the East African Parliamentary Institute (EAPI). This provides a platform to enable her to play a critical role in building consensus among member states of the East African Community on areas such as democratic governance, enhanced human rights and better regional cohesion developed through its capacity-building programmes.

This strategic plan must therefore enhance collaborations and partnerships among legislatures and other governance institutions within member states of the East African Community. Hosting of EAPI by the Parliament of Kenya (CPST) allows her to foster parliamentary diplomacy to enhance democratic governance among member states of the East African Community. This will also provide an opportunity for the CPST to expand its market by operationalising the EAPI and CPST partnership in building the capacity of Members and staff of parliaments within the East and Central African region under this collaborative framework.

(c) Strategies positioning



Photo 4: The Executive Director, CPST Prof Nyokabi Kamau speaks at the induction for Members of the National Assembly at Safari Park Hotel – Nairobi, September 2022

CPST is expected to continuously induct newly elected leaders across parliament and regional legislative assemblies. This offers an ongoing opportunity for training, mentorship and coaching to newly elected Members of Parliament, regional and county assemblies to make them better legislators.

This will also provide an opportunity for the CPST to use its competencies in capacity building in areas such as representation, legislation and oversight to ensure that ethics, integrity and good governance are incorporated into the training programs to make the region one of the best governed in the African continent.

CPST plans to institutionalize an incentive program for the retention of resource persons, establish unique and competitive courses, invest in modern training facilities and equipment, hire high-profile and qualified trainers and resource persons and ensure that the “CPST WAY” is our unique way of delivery which second to none. CPST will establish a flexible and creative calendar which can accommodate the training needs of

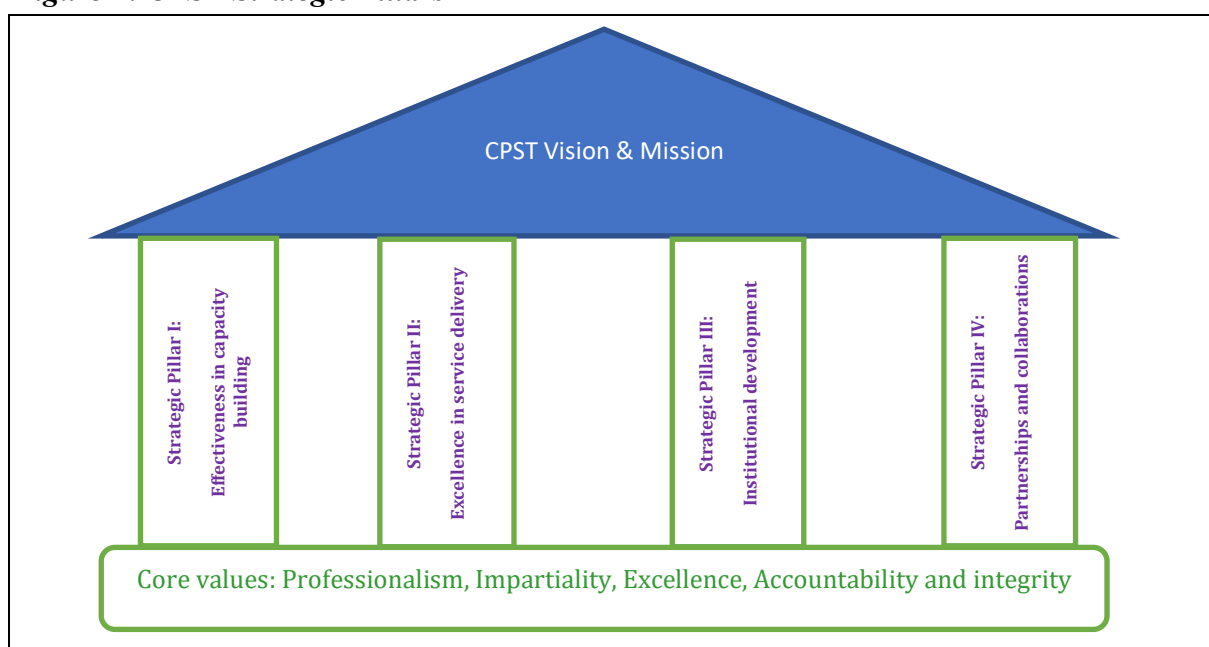
Members of Parliament. The CPST is also expected to invest in research, monitoring and evaluation in order to continuously improve the training programmes.

3 STRATEGIC PILLARS

The CPST will be implementing four key strategic pillars. These pillars are drawn from the Parliamentary Service Commission Strategic Plan 2019-2030; SWOT and PESTEL analysis of the CPST; the Legal and institutional mandate of the CPST. These strategic pillars were also drawn from the lessons learnt during the implementation of the CPST strategic plan 2017-2022 and the ever-changing business environment.

Successful implementation of these four strategic pillars will not only enable the Parliamentary Service Commission to achieve its vision of a *democratic and people-centred parliament* and mission to *facilitate Members of Parliament to efficiently and effectively discharge their constitutional mandate of representation, legislation and oversight* but also ensure the relevance and sustainability of the CPST in the long term.

Figure 1: CPST Strategic Pillars



Strategic pillar I: Effective capacity building and development



Photo 5: Capacity building for Senate Liaison Committee by the CPST, June 2023 in Mombasa

This strategic pillar seeks to address effectiveness in the delivery of training, capacity building and legislative research. It is intended to guide the CPST in developing and implementing policies, systems and procedures aimed at ensuring that all capacity-building programmes, research projects and activities implemented by the CPST are of the highest quality standards.

This strategic pillar will also guide the CPST in instituting good standards of training and performance management with clear objectives, implementation plans and value addition. The strategic objectives to be achieved under this pillar are as follows:

Strategic Objective 1: To Build and enhance the capacity of Leadership Offices in Parliament

Strategic Objective 2: To Strengthen the Capacity of Members of Parliaments to Execute their Constitutional Mandate

Strategic Objective 3: To strengthen the capacity of the Staff of Parliament to facilitate Members in Discharging their Constitutional Duties in an effective and efficient manner

Strategic Objective 4: Build the capacity of staff working in Constituency/County Offices

Strategic Objective 5: To strengthen the capacity of Members of County Assemblies

Strategic Objective 6: To strengthen the capacity of the Staff of County Assemblies to facilitate Members of County Assemblies in Discharging their Constitutional Duties in an effective and efficient manner

Strategic Objective 7: To implement open and distance learning programmes through electronic platforms

Strategic pillar II: Excellence in service delivery



Photo 6: CPST conducted a Training of Trainers workshop for Parliamentary Staff and other stakeholders interested in Parliamentary matters, in October 2022 in Naivasha

This second strategic pillar calls for the streamlining of the interactions between all staff of Parliament deployed at the CPST with clients of the CPST. The main clients of CPST as per our mandate are Members and staff of Parliament; Members and staff of the County Assemblies and Members and staff of other regional Parliaments who look up to the CPST for their capacity-building solutions.

Staff and consultants engaged by the Parliamentary Service Commission to offer services to the CPST must strive to provide excellent service to all categories of these clients all the time. To achieve this desire, the capacity of each staff at the CPST should be constantly enhanced through continuous professional development programmes.

The Parliamentary Service Commission must also institute an effective performance management system where all key deliverables of each staff are measured and effectively rewarded. A system of recognising continuous improvement in service delivery with attendant rewards and benefits should also be instituted through a rewards and sanctions policy.

This pillar will also be achieved if the CPST institutes lean training business processes that are client focused. The strategic objectives to be achieved under this pillar are as follows:

Strategic Objective 8: To Develop Capacity and Capability of the CPST as a Centre of Excellence in Legislative Studies

Strategic Objective 9: To strengthen the capacity of staff and resource persons of the CPST to effectively and efficiently train and facilitate CPST Capacity Building Programmes

Strategic pillar III: Institutional development



Photo 7: The CPST ultra-modern Centre for Excellence under construction at Langata South Road, Karen

This strategic pillar is a combination of efforts to ensure the achievement of the fourth, fifth, sixth and seventh of the Parliamentary Service Commission strategic pillars. These are embracing and implementing an e-Parliament; embracing a green-compliant parliament; provision of modern facilities and a secure working environment for Members and staff of Parliament and enhancing a financial resource base of the Commission respectively.

This strategic pillar therefore focuses on all efforts, activities, programmes and projects that are geared towards building the institutional framework of the CPST. These will include enhanced governance structure of the CPST; provision of modern training facilities and systems; instituting of good standards of training performance management and development of key training and research infrastructure for the CPST. The strategic objectives to be achieved under this pillar are as follows:

Strategic Objective 10: To Provide Modern Training and Research Facilities for the Centre

Strategic Objective 11: To Mobilize Sufficient Financial Resources to Fund Programmes at the CPST

Strategic Objective 12: To enhance efficiency, and effectiveness in service delivery

Strategic Objective 13: To improve Institutional Governance of the CPST

Strategic pillar IV: Partnerships and collaborations

Partnerships and collaborations are the hallmarks of effective training. This strategic pillar is aimed at ensuring that the CPST partners with institutions of higher learning and international institutions specialising in continuous professional training to provide high-quality local and international training to its clients.

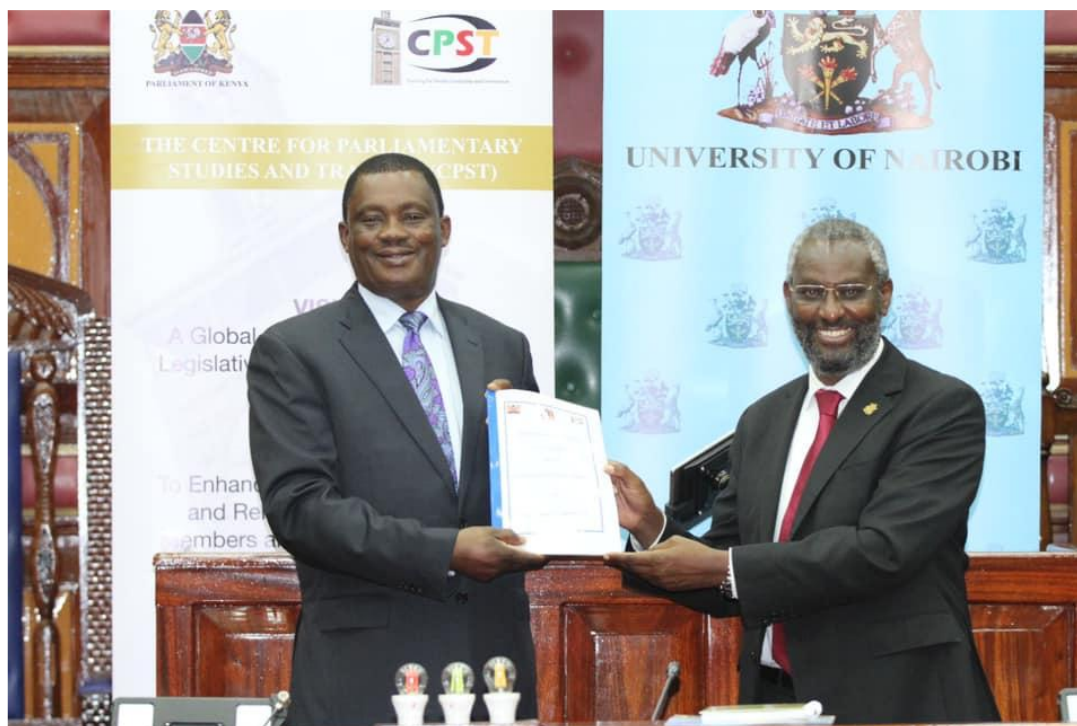


Photo 8: Signing a Memorandum of Understanding between the Parliament and University of Nairobi

These Partnerships and collaborations should be written and structured and should be based on a clear policy framework approved by the Parliamentary Service Commission. These structured engagements should clearly outline the benefit of the Commission both in the short and long run. The image and institutional standing of the Parliamentary Service Commission should not be compromised in any way through these partnerships and collaborations. The strategic objectives to be achieved under this pillar are as follows:

Strategic Objective 14: To strengthen parliamentary diplomacy, partnerships and linkages

Strategic Objective 15: To strengthen research through partnerships, collaborations and linkages

Strategic Objective 16: To strengthen training and capacity building through partnerships, collaborations and linkages.

4 CRITICAL HUMAN RESOURCE SUCCESS FACTORS

This chapter presents an assessment of human and financial resource capacity and mobilization of the CPST to enhance its resource base to enable it to successfully implement this strategic plan. The chapter also proposed institutional capacity development strategies to make the CPST more effective in the delivery of its legal mandate.

(a) Enhancement of human resource

The CPST is expected to recruit highly qualified staff with the necessary skills that uphold its institutional vision, mission, core values and mandate. However, the shortage of staff offers an opportunity to provide for employment of the right expertise.

Recruitment for the right expertise will call for human resource management structures within the Commission to be supported with the right human resource policies and programs including proper human resource tools and techniques.

Staff retention and continuity are necessary to ensure institutional memory hence the plan should provide for strategies with staff incentives. This may include strategizing for correct human resource planning, continuous learning, competency profiling, and workload management. Phasing and sequencing implementation of this Strategic Plan will be sequential.

(b) Human Resource Capacity Assessment Capacity development

This process will involve processes and procedures the CPST will use to establish institutional and human resource capacity development needs on an annual basis. There will also be a comprehensive process of establishing individual, organizational and societal capacity needs to guide the nature and processes for effective capacity development of staff and members of the CPST Board to make them more effective in their work.

The process and methodology of assessing CPST's organizational human resource capacity will therefore involve analysing the staff establishment, skill competence assessment for all cadres of staff and what they need to enhance their ability to deliver on their mandate and that of the CPST as an organization. These processes should allow the employees to access competency profiles related to various roles, assess their fit and determine their career path for further expertise enhancement.

The assessment processes will be done in line with what is anchored in the human resource policies of the Parliamentary Service Commission and public service values and principles stipulated in chapter thirteen (13) of the Constitution of Kenya 2010. The CPST should therefore ensure that a culture that promotes a high level of performance and personal growth as institutional incentives to exemplary performance is instituted and encouraged among its staff.

(c) Leadership and governance

The CPST must also enhance its leadership process and governance structures to ensure that it is well-positioned to tackle all the challenges that will be associated with the implementation of this strategic plan. The strategic direction of the CPST and its ability to deliver on this strategic plan and its legal mandate will depend on the performance reporting structures and the monitoring and evaluation programmes put in place by the Parliamentary Service Commission or the recommendation of the CPST Board.

In this regard, a well-structured strategy for capacity development has been entrenched in this strategic plan. The focus for this capacity development will be based on factors such as productivity, enabling environment, sustainability, and capabilities of both the individual and the CPST as an institution.

(d) Collaborations and partnerships

The CPST is not expected to have all the human and financial resources needed to successfully implement this CPST Strategic Plan 2023-2030. It must therefore enhance its collaborations and partnerships agreement to build on institutional synergies to make the two collaborating institutions deliver on their respective institution's mandates. This reality makes collaborations and partnerships a key success factor in the successful implementation of this CPST Strategic Plan 2023-2030. The CPST is therefore expected to improve its stakeholder engagement and communication strategies through enhanced sensitization and collaboration with relevant stakeholders for organizational visibility to promote the institutional image.

CPST STRATEGIC PLAN 2023-2030 IMPLEMENTATION MATRIX

The responsibility of implementing the 2023- 2030 Strategic Plan rests on the Executive Director of the CPST, who does so with the support of the two Directorates in the CPST, namely, the Directorate of Administration, Finance and Corporate Affairs and the Directorate of Curriculum Development, Training and Research and Officers based at the Centre.

STRATEGIC PILLAR I: EFFECTIVE CAPACITY BUILDING AND DEVELOPMENT					
Strategic Objective 1: To Build and enhance the capacity of Leadership Offices in Parliament					
S/No	STRATEGIES	ACTIVITIES	TIMELINES	TARGET	RESPONSIBILITY
1.	Facilitate efficient and effective operations of the Leadership Offices	Capacity build holders of Leadership offices	Annually	Number of training sessions, Training reports	EDCPST/DCTR
		Capacity build staff in Parliamentary Leadership offices	Annually	Number of training sessions, Training reports	EDCPST/DCTR
Strategic Objective 2: To Strengthen the Capacity of Members of Parliaments to Execute their Constitutional Mandate					
S/No	STRATEGIES	ACTIVITIES	TIMELINES	TARGET	RESPONSIBILITY
2.	Build capacity of Members of Parliament of Kenya	Organize capacity-building programmes for Members of Parliament workshops.	2027	Induction curriculum & support materials developed and validated	EDCPST/ DCTR

				House-based Agreed Framework for implementation in place Capacity building reports	
		Develop a policy for training of Members of Parliament	2024	Draft Policy, Commission Paper on the Policy	EDCPST/ DCTR
		Undertake midterm review of the Learning Needs Assessment for MPs	2025	Learning needs to be identified and documented-Report	EDCPST/ DCTR
		Undertake a baseline survey of the Learning needs of newly elected Members of Parliament	2027	Learning needs to be identified and documented-Report	EDCPST/ DCTR
		Develop induction materials for Members of Parliament	2025-2026	Induction materials for Members of Parliament	EDCPST/ DCTR
		Conduct continuous training programs for members of parliament	Annually	Training Report, No. of Participants, No. of committees of parliaments trained, Annual Training Calendars, Training developed	EDCPST/DCTR
		Facilitate specialized seminars for members	Annually	No. of specialized seminars for members of parliament organized	EDCPST/ DCTR
3.	Build capacity of Members of Regional Parliaments	Conduct training programs for members from regional parliaments	Annually	No. of Regional training programs conducted	EDCPST/ DCTR
		Undertake joint specialized seminars for members of regional parliaments	Biennially	No. of Regional specialized seminars for Members of Parliament conducted	EDCPST/ DCTR

Strategic Objective 3: To strengthen the capacity of the Staff of Parliament to facilitate Members in Discharging their Constitutional Duties in an effective and efficient manner					
4.	Capacity building of staff	Undertake Annual Training Needs Assessment	Annually	Training needs assessment reports	EDCPS/ DCTR
		Implement Continuous Professional Training Programmes for Staff of Parliament	Annually	Training modules and materials developed	EDCPS/ DCTR
Strategic Objective 4: Build the capacity of staff working in Constituency/County Offices					
5.	Strengthen constituency offices to support Member’s engagement with their Constituents. Undertake training for staff in constituency/county offices	Training staff of Constituency/County Offices	Annually	Number of Constituency/County Office staff trained	EDCPST/ DCTR
		Organize specialized seminars in constituency/county offices	Biennially	No. of specialized seminars	EDCPST/ DCTR
Strategic Objective 5: To strengthen capacity of Members of County Assemblies					
6.	Build capacity of Members of County Assemblies	Review and update induction curriculum and manual for Members of County Assembly	2027	Induction curriculum & support materials in developed and validated Implementation framework agreed upon and implemented Capacity building reports	EDCPST/ DCTR
			2024	Draft Policy, Commission Paper on the Policy	EDCPST/ DCTR
		Undertake midterm review of the Learning Needs Assessment for	2025	Learning needs to be identified and documented-	EDCPST/ DCTR

		MCA's		Report	
		Undertake a baseline survey of the Learning needs for newly elected Members of County Assemblies	2028	Learning needs to be identified and documented-Report	EDCPST/ DCTR
		Conduct continuous training programs for members of County Assemblies	Annually	Training Report, No. of Members of County Assemblies, Training Calendars, Training Almanac	EDCPST/DCTR
		Facilitate specialized seminars for Members of County Assemblies	Biennial	No. of specialized seminars for members	EDCPST/ CTR
Strategic Objective 6: To strengthen the capacity of the Staff County Assemblies to facilitate Members of County Assemblies in Discharging their Constitutional Duties in an effective and efficient manner					
	Build the capacity of staff of the county assembly	Conduct continuous Training for the staff of County Assemblies	Annually	Number of staff of Constituency/County Assembly trained	EDCPST/ DCTR
		Organize specialized seminars for staff of County Assemblies	Annually	No. of specialized seminars	EDCPST/ DCTR
Strategic Objective 7: To implement open and distance learning programmes through electronic platforms					
	Build the capacity of members and staff in the Legislatures via an E-Learning platform	Create Content for e-learning courses.	2027	E-learning course content created	EDCPST/DCTR
		Conduct- Learning programmes via an E-Learning platform	2028	No. of participants, reports on the programmes	EDCPST/DCTR

STRATEGIC PILLAR II: EXCELLENCE IN SERVICE DELIVERY

Strategic Objective 8: To Develop Capacity and Capability of the CPST as a Centre of Excellence in Legislative Studies

	To enhance and protect the CPST Brand.	Preparation and implementation of a brand management strategy	Dec 2024	Activity reports	EDCPST/AFC
		Develop marketing and advertising strategies	Dec 2024	Activity Reports	EDCPST/AFC
		Enhance CPST's social media presence	Continuous	CPST Website and social media activities	EDCPST/AFC
			Dec 2025	CPST Webpage updated	EDCPST/AFC
		Regularly report on performance in line with existing policies and constitutional provision	Newsletter – Quarterly Publications – Annually	Newsletters, publications, and brochures	EDCPST/AFC
	Strengthen Corporate Affairs	Prepare and implement an annual market plan	Annually	CPST Corporate Affairs Department/ Activity Reports	EDCPST/AFC
		Prepare and implement an annual social responsibility plan	Annually	CPST Corporate Affairs Department/ Activity Reports	EDCPST/AFC
	Participate and exhibit in local and external legislative conferences	Participate and exhibit in local and external legislative conferences- SOCATT/HANSARD/LEGISLATIVE SUMMIT	Continuous	Reports of public outreach and participation activities	EDCPST/AFC
		Undertake benchmarking visits to local and international legislative	Continuous	Reports of public outreach and	EDCPST/AFC

		bodies		participation activities	
	Enhance the training capability of CPST	Develop a certification framework	Dec 2026	Certification framework in place	EDCPST/AFC
		Undertake annual training and development for CPST staff	Annually		EDCPST/AFC
		Build capacity of internal and external resource persons	Annually	Number of Training of Trainers courses conducted every financial year	EDCPST/CTR
		Facilitate Membership to professional organizations for the CPST staff	Annually	Number of professional staff whose annual subscription has been paid	ED CPST
		Build capacity of CPST Board	Annually	At least one training conducted at least once every financial year	ED CPST
	Create and sustain an environment that promotes a culture of knowledge and innovation	Facilitate participation of CPST staff in international and regional conferences	Continuous	Training	EDCPST/CTR
		Facilitate the participation of CPST staff in Research and Publication Programmes	Annually	<ul style="list-style-type: none"> • Number of Research programmes • Number of publications 	EDCPST/CTR
		Hold annual Parliamentary Symposium and occasional	Annually	<ul style="list-style-type: none"> • Annual Parliamentary journal disseminated 	EDCPST/CTR

		international symposia		to members for reference regularly.	
		Undertake capacity building in knowledge and innovation	Continuous	<ul style="list-style-type: none"> Increased use and application of research knowledge on key parliamentary issues 	EDCPST/CTR
	Develop a Research and Consultancy Unit at the CPST			<ul style="list-style-type: none"> 	
		Research, Publications and Dissemination	Annually	<ul style="list-style-type: none"> Regular production and dissemination of policy briefs to Members; Periodic Chapter Contributions to Thematic Books Journal publications available to members regularly 	EDCPST/CTR
Strategic Objective 9: To strengthen the capacity of staff and resource persons of the CPST to effectively and efficiently train and facilitate CPST Capacity Building Programmes					
	Strengthen and motivate the CPST workforce				
		Revise the CPST Schemes of Service	June 2024	A Competency framework approved.	
		Recruit optimal staff levels in line with the CPST establishment and integrate them in line with the PSC HR Policies	June 2027	Staff recruited, inducted and integrated	EDCPST/AFC
		Develop a framework for staff recognition	DEC 2027	Staff incentive programme operationalized	EDCPST/AFC

	Capacity building of staff and resource persons	Undertake Training Needs Assessment in line with approved PSC Staff Training and Development Policy	Biennial	Training needs assessment reports Annual Training Plan	EDCPST/AFC
		Facilitate Continuous Professional Development for CPST Staff	Annually	No. of Staff certified No. of staff attending continuous	EDCPST/AFC
		Facilitate capacity building for CPST resource persons	Annually	No. of Resource persons trained	EDCPST/CTR
		Facilitate CPST staff to undertake PSC mandatory Courses and training Programs	Annually	No of CPST Staff who have successfully undertaken the Parliamentary Service Commission Mandatory courses	EDCPST/AFC
		Facilitate CPST staff to undertake research and publication activities	Annual	<ul style="list-style-type: none"> • No of articles and books developed by CPST • No of CPST Staff engaged in Research Activities • No of Papers presented by CPST Staff in conferences and Symposium • No of innovative solutions developed and implemented • Research mentorship programmes 	EDCPST/CTR

	Integrate ICT in all institutional processes and programmes of the Centre	Strengthen Institutional capacity on eLearning and Learning management system	By 2027	Number of officers trained	EDCPST/AFC
	Capacity enhancement of ICT skills for CPST staff	Organize capacity building on content digitization of the curriculum for CPST Staff and Trainers -	By 2027	Number of CPST Technical officers trained	EDCPST/AFC
		Organize capacity building of CPST staff and Resource Persons on Learning Information Management System	By 2027	Number of CPST staff trained	EDCPST/AFC

STRATEGIC PILLAR III: INSTITUTIONAL DEVELOPMENT

Strategic Objective 10: To Provide Modern Training and Research Facilities for the Centre

S/No	STRATEGIES	ACTIVITIES	TIMELINE	TARGET	RESPONSIBILITY
	Establish E-Learning facilities at the CPST	Development of an E-Learning at the CPST	By 2027	E-Learning infrastructure operationalized	EDCPST/AFC
		Procurement of E-learning software	By 2027	E-learning software procured, and E-learning platform operationalized	EDCPST/AFC
		Develop an ICT Resource Centre at the CPST	By 2028	ICT Resource Centre developed and commissioned	EDCPST/ AFC
	Implement ICT system at the CPST	Design, develop and implement learning management at the CPST	By 2027	Learning Management System operationalized	EDCPST/AFC

		Implement an academic management system at the CPST	By 2027	Number of officers trained	EDCPST/AFC
		Implement an open and distance learning system at the CPST	By 2027	Number of officers trained	EDCPST/AFC
	Provision of ultra-modern training facilities	Full Implementations of the Master Plan	By 2027	Master Plan fully implemented	EDCPST/ AFC
		Equip and furnish the CPST ultra-modern training facility	2027	Ultra-modern training facility equipped and commissioned	EDCPST/ AFC
	Enhance an environment that promotes a culture of knowledge and innovation	Undertake research and policy analysis	2024 -2030	Quarterly policy briefs on identified Knowledge gaps	
		Set up an ultra-modern library and resource centre at the CPST	2027	<ul style="list-style-type: none">Library developed and commissionOnline Resource centre developed and commissioned	EDCPST/CTR
		Research Consultancy	Continuous	<ul style="list-style-type: none">1 Execute funded research projects1 Research consultancy undertaken	EDCPST/CTR
Strategic Objective 11: To Mobilize Sufficient Financial Resources to Fund Programmes at the CPST					
S/No	STRATEGIES	ACTIVITIES	TIMELINES	TARGET	RESPONSIBILITY
	Enhance funding framework for resource mobilization for the CPST	Develop stakeholder engagement framework for approval and implementation at the CPST	2025	Stakeholder engagement framework implemented	Director – AFC
		To undertake annual planning and budgeting for CPST programmes	Annually in Dec	Annual work plans, budget and procurement plan developed	Director – AFC

	Develop resource mobilization	Develop monitoring and evaluation framework for approval and implementation at the CPST	By Dec 2026	Quarterly performance reports	Director – AFC
	Diversify sources of funding for the CPST	To develop new products and services to diversify revenue.	Continuous	2 new products and services developed	Director – AFC
		Repackaging of the existing products and services	Continuous	Number of products and services repackaged	CPST ED / CTR
		Create new linkages and partnerships with other organizations	Continuous	Number of MOUs, agreements implemented	Director – AFC
	Undertake programmes and activities to market the CPST	Develop and implement an annual marketing plan for the CPST	Annually	Annual Marketing plan in place	Director – AFC
		Operationalize the marketing department	2025	Marketing department operationalized	Director – AFC
Strategic Objective 12: To enhance efficiency, and effectiveness in service delivery					
	Enhance the quality of capacity building and research programmes	Accreditation and certification of CPST programmes and services	2025	Quality frameworks in place (ISO, KNQA)	Director – CTR
		Develop and Implement an M & E Framework for CPST Training Programmes	June 2027	M & E Framework developed and implemented	Director – CTR
		Develop and Implement a Reporting Framework for CPST Training Programmes	June 2027	Reporting Framework developed and implemented	Director – CTR
	Strengthen efficiency and effectiveness in service delivery	Review and implement CPST service charter	2024	Service Charter in place	EDCPST/ AFC
		Implement performance management system	Annually	Performance management framework implemented	EDCPST/ AFC

		Undertake periodic employee satisfaction survey	Biennially	Number of Employee satisfaction survey undertaken	EDCPST/ AFC
		Undertake periodic customer satisfaction survey	Biennially	Number of Customer satisfaction survey undertaken	EDCPST/ AFC
	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	EDCPST/ AFC
		Capacity building on monitoring evaluation and reporting	Continuous	Number of stakeholders trained	EDCPST/ AFC
	Develop and implement CPST curriculum and support materials	Review the current CPST curriculum, and develop new curriculum on emerging areas	2024-2030	<ul style="list-style-type: none"> • Number of CPST Curriculum reviewed • Number of new Curriculum developed 	EDCPST/ CTR
		Review current curriculum support materials and develop new content for the new curriculum	2024 -2030	<ul style="list-style-type: none"> • Number of Curriculum support materials reviewed • Number of new contents developed 	Director CTR
	Strengthen the capacity of administrative committees	Design and deliver capacity building programmes for administrative committees	Biennially	Number of administrative committees trained	EDCPST/ AFC

Strategic Objective 13: To improve Institutional Governance of the CPST					
	Enhance the CPST governance framework	Develop a Board Charter for the CPST Board	2027	CPST Board Charter developed and implemented	EDCPST/ AFC
		Report on the performance of CPST Programmes in line with existing policies, laws and regulations	Annually	Annual Performance Reports	
		Undertake capacity building programmes for Members of the CPST Board and Board of Management	Annually	Annual Training Needs Report and Annual Training Plan	
	Strengthen the implementation of a M&E Framework for CPST	Monitor and evaluate implementation of the CPST Strategic plan	Annually	Annual Performance Report	EDCPST/ AFC
		Undertake midterm review of 2023 -2030 Strategic plan	2027	A reviewed CPST plan and aligned to PSC strategic plan	EDCPST/AFC
		Undertake end term review of the CPST 2023-2030 Strategic Plan	2025	An end term review undertaken	EDCPST/ AFC

STRATEGIC PILLAR IV: PARTNERSHIPS AND COLLABORATIONS**Strategic Objective 14: To strengthen parliamentary diplomacy, partnerships and linkages**

S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
	Collaborate with institutions of higher learning to develop and implement academic programmes	Develop a framework on collaborations and partnerships for provision of academic programmes with institutions of higher learning	By July 2025	Policy developed	ED-CPST/AFC
		Develop and implement curriculum for academic programmes in collaboration with TVET institutions	By July 2026	Legislative diploma programmes developed and implemented	ED-CPST/CTR
		Develop and implement curriculum for academic programmes in collaboration with universities	By July 2025	Legislative undergraduate programmes developed and implemented	ED-CPST/CTR
			By July	Legislative postgraduate programmes developed and implemented	ED-CPST/CTR
		Develop and implement a monitoring framework for implementation of collaborative programmes	By July 2025	M&E framework developed	ED-CPST/CTR
				M&E framework developed	ED-CPST/CTR
	Partnership and collaboration in				

	organising and management of conferences and seminars	Organise joint conferences and seminars in line with the approved framework	Annually	Publication of conferences and seminars proceedings	EDCPST/CTR
	Research Fellowship & Assistants Programme (RFAP)	Establishment of a Research Fellowship Programme	2025	Research Fellowship Programme established	EDCPST/CTR
		Undertake publications from the Research Fellowship Programme	Annually	Fellowship research output published	EDCPST/CTR
		Undertake tracer studies on post legislative training impact assessments	Annually	Tracer studies published	EDCPST/CTR
		Undertake research on annual topical policy issues	Annually	Annual policy briefs submitted to relevant Parliamentary Committee	EDCPST/CTR
	Partnership and collaboration with County Governments in capacity-building programs.	Establish a framework to collaborate with County Assemblies in capacity-building programs.	By July 2024	Framework developed	ED-CPST/AFC
		Jointly develop and implement curricula from training Members and staff of County Assemblies in line with approved framework	By July 2025	Curricula developed	ED-CPST
		Jointly develop and implement curricula from training staff of County Assemblies in line with approved Memoranda of Understanding	Annually	Training programmes implemented	ED-CPST

	Collaborate with professional bodies in Continuous Professional Development	Develop and sign Memoranda of Understanding for collaboration with professional bodies in Kenya	End of July 2025	MOU signed	ED-CPST
		Implement Continuous Professional Development programmes undersigned Memoranda of Understanding	Annually	Continuous professional development programmes implemented	ED-CPST
Strategic Objective 15: To strengthen research through partnerships, collaborations and linkages					
	Partnerships and collaborations with international institutions to undertake legislative research	Develop a framework for collaboration with foreign research institutions to undertake legislative research programme	June 2027	Framework developed and implemented	ED-CPST/AFC
		Develop a framework for collaboration with local research institutions to undertake legislative research programme	June 2027	Framework developed and implemented	ED-CPST/AFC
		Undertake joint legislative research programmes	Biennially	Joint research publications	ED-CPST/CTR

Strategic Objective 16: To strengthen training and capacity building through partnerships, collaborations and linkages					
S/No	STRATEGIES	ACTIVITIES	TIMELINES	INDICATOR/ TARGET	RESPONSIBILITY
	Collaborate with international government institutions to provide training and capacity-building abroad	Develop a framework for collaboration and partnership with foreign government institutions to offer capacity building and research in foreign countries	June 2027	Framework developed	ED-CPST
		Jointly develop and implement training programmes in foreign countries in line with approved framework	Annually	Training programmes implemented	ED-CPST
		Undertake joint fundraising initiatives to implement capacity building programmes in line with approved framework	Annually	Fundraising initiatives undertaken	ED-CPST
	Collaborate with other legislatures to set up Chapters of the CPST in their countries	Develop a framework for formation of CPST Chapter Offices in legislative institutions in foreign countries	End of July 2024	Framework CPST Chapter Offices Abroad Developed	ED-CPST
		Develop a framework for CPST chapters in legislatures and training institutions in foreign countries	End of July 2024	CPST Foreign Chapter offices set up	ED-CPST

		Develop a suitable programme for legislatures in foreign counties in line with approved framework	End of July 2025	Curricula developed	ED-CPST
		Develop and implement training programmes for and in foreign legislatures in line with approved framework	2026	Joint training programmes implemented	ED-CPST
		Undertake joint consultancy programmes with the established chapters	2026	Number of research consultancy assignments undertaken	EDCPST/AFC
	Collaborate with research institutions to undertake joint research programmes	Develop a framework for collaboration with foreign research institutions to undertake legislative research programmes	June 2027	Framework developed	ED-CPST
		Develop a framework for collaboration with local research institutions to undertake legislative research programme	June 2027	Framework developed	ED-CPST
		Undertake joint legislative research programmes	June 2027	Joint research publications	ED-CPST